

Agenda item:

**Cabinet**

**On 14 September 2010**

Report Title: **Annual report 2009-10 on the handling of customer feedback (complaints, compliments and suggestions) and members' enquiries.**

Report of: **Assistant Chief Executive, People and Organisational Development**  
Signed :

Contact Officer: Ian Christie, Feedback and Information Manager  
Tel: 020 8489 2557

Wards(s) affected: **All**

Report for: **Non Key Decision**

**1. Purpose of the report**

1.1. To receive the annual report on the operation of the Council's handling of customer feedback (complaints, compliments and suggestions) and members' enquiries.

**2. Introduction by Leader of the Council and Cabinet Member for Finance and Sustainability**

2.1. We are pleased to receive this report and note the significant improvements in relation to ombudsman complaints. We were also pleased to see the improved response times for stage one enquires and the increase in the number of WOW award nominations: this recognises of the hard work of so many officers across the council.

2.2. There are, however, still areas to work on including responding to members' enquiries and stage two complaints within our target times. We know that our residents deserve timely responses to complaints and we will work hard to ensure that performance in this area is improved.

**3. Links with Council Plan Priorities**

3.1. Performance in handling complaints and members' enquiries is monitored monthly as part of the Council's customer focus indicators. In addition to addressing the concerns of residents and service users, learning from complaints is an important tool for delivering cost effective, value for money services that are responsive to people's needs. This links to Council priority 5: Delivering high quality, efficient services.

#### **4. Recommendations**

- 4.1. That the annual report be received.
- 4.2. That performance and the key achievements in the year be noted.

#### **5. Summary**

- 5.1 The report details the Council's performance, key achievements and developments in 2009-10 in relation to customer feedback and members' enquiries. It also includes summaries of the complaints about the Council received and considered by the Local Government Ombudsman, and the key points raised in his annual review.

#### **6. Chief Financial Officer Comments**

- 6.1. The Chief Financial Officer has been consulted over the contents of this report and concurs that there are no specific financial implications arising. Section 19 highlights the new requirement to provide for petitioning and e-petitioning; any new financial implications as this develops will be kept under review.

#### **7. Head of Legal Services Comments**

- 7.1. There are no specific legal implications.

#### **8. Equalities and Community Cohesion Comments**

- 8.1. Equalities monitoring data is requested from complainants on feedback forms and satisfaction surveys, but is not completed in the majority of cases. From the data we are able to collect it appears that disadvantaged groups generally access the complaints procedures in proportion to their numbers in the community. Equalities and community cohesion issues are addressed in detail in section 20 of the attached report.

#### **9. Consultation**

- 9.1. All directorates have been consulted in the preparation of this report.

#### **10. Service financial comments**

- 10.1. There are no financial implications in the report.

#### **11. Use of appendices /Tables and photographs**

- 11.1. There are two appendices: Appendix 1 provides tables of statistics, and Appendix 2 lists a sample of WOW nominations made by customers.

#### **12. Local Government (Access to Information) Act 1985**

- 12.1. The following background paper was used in the preparation of this report:
  - Annual report for 2008-09 on the Council's handling of customer feedback and members' enquiries: Cabinet – 8 September 2009.

### **13. Introduction and overview**

13.1 This annual report provides information for the financial year 2009-10 about the key features and statistics of the Council's handling of

- complaints, WOW! nominations and other compliments, and suggestions under the corporate feedback procedure,
- complaints made to the Local Government Ombudsman, and
- members' enquiries under the corporate members' enquiries procedure.

13.2 There are separate statutory procedures for the handling of social care complaints for both adults, and children and young people. Adults, Culture and Community Services, and the Children and Young People's Service produce separate annual reports for these two complaint categories. This report, however, covers any Ombudsman complaints made in these categories.

13.3 The report does not deal with matters that are the responsibility of Homes for Haringey, except for stage 3 complaints which are dealt with by the Council's Feedback and Information Team, and Ombudsman complaints as the Ombudsman considers the Council to be responsible for matters that it has delegated to other bodies.

### **14. Key achievements in 2009-10**

14.1 Key achievements in the year include the following:

- improved percentage of stage 1 responses on time (up 1% to 91%)
- a 28% reduction in Ombudsman findings of fault, and a 26% reduction in the number of complaint decisions
- improved average response times to stage 1 and 2 complaints
- a 2.1% fall in escalation of complaints from stage 1 to stage 2, and an overall fall in escalation across all 3 stages of 1.7%
- favourable Audit Commission comments on the complaints procedure and learning from complaints process in a Housing inspection report
- receiving one WOW nomination for good customer service for every 1.2 complaints, compared with one for every 1.4 complaints the previous year
- Ombudsman annual review refers to our 'excellent response times'
- winning Best Local Authority and Best Healthcare categories (and Best Team by Homes for Haringey), plus a further four finalists, in the first national WOW! Awards in 2009
- 23% increase in WOW nominations from customers, and a 19% increase in certificates awarded to staff by the WOW organisation

### **15. Complaints considered under the Council's corporate procedure**

#### Our procedure

15.1 There are three stages to Haringey's corporate complaints procedure:

- *Stage 1, local resolution:* this is dealt with by the service, who aim to reply within 10 working days of receipt of the complaint
- *Stage 2, service investigation:* if the customer is unhappy with the stage 1 reply, a more senior manager investigates and aims to reply within 25 working days

- *Stage 3, independent review*: if the customer is still dissatisfied, the Feedback and Information Team conducts a review and aims to reply within 20 working days.  
(Stage 3 replies inform complainants of their right to complaint to the Ombudsman.)

We aim to acknowledge receipt within two working days at each stage, and to inform the customer, giving reasons, if we can't send a reply on time.

### Performance in handling complaints in 2009-10

- 15.2 We dealt with 1,690 stage 1 complaints during the year of which 1,541, 91%, were replied to within the 10 working day timescale. This represents an improvement of 1% on 2008-09, when there were 1,594 stage 1 cases.
- 15.3 For the more complex stage 2, 138 out of 163 complaints, 85%, were resolved within the 25 working day timescale. This was fall from the 88% achieved in 2008-09 when there were 172 cases. These figures exclude complaints received by Homes for Haringey.
- 15.4 Complaints at stages 1 and 2 are the responsibility of the relevant service. The Feedback and Information Team conduct all stage 3 investigations, including for Homes for Haringey. In total they completed 55 out of 59 cases, 93%, within timescale. Of these 36 out of 38, 95%, were for the Council, and 19 out of 21, 91% were for Homes for Haringey.
- 15.5 Table 1 of Appendix 1, sets out performance by directorate at all three stages.
- 15.6 There was an improvement in the average time taken to reply to complaints at both stages 1 and 2, as indicated in the Table 2 of Appendix 1.

### Decisions taken and escalation and complaints

- 15.7 The proportion of complaints that were upheld or partly upheld at stage 1 was 4% higher than in 2008-09, 54%, but fell at both stages 2 and 3: at stage 2 from 45% to 43%, and at stage 3 from 59% to 49%. Table 3 at Appendix 1 shows the percentages of cases upheld, partly upheld and not upheld at each stage.
- 15.8 There was a 1.7% overall fall in escalation of complaints to the next complaint stage, with a lower proportion of complaints escalating overall than in previous years at all stages except for stage 2 to stage 3. Table 4 at Appendix 1 shows the number of cases that complainants took to the next stage.

### Issues raised and wanted by complainants, and satisfaction surveys

- 15.9 As in the previous year, the main issues that complainants raised were lack of service provision, poor service quality and poor communication. There was an increase in complaints of poor standards, promised service not being provided, but falls in complaints of poor communication, delay in service provision, and demands for payment.
- 15.10 The main things that complainants wanted us to do were to provide a service, explain a decision, apologise, offer better customer care and provide information.

15.11 Complaints teams conduct postal surveys of a proportion of complainants after sending the responses. This year there was a fall in the proportion of those satisfied or very satisfied with the handling of stage 1 complaints. Comparisons of the satisfaction figures for the last three years are shown in Appendix 1 at Table 5.

15.12 However, as indicated at paragraph 15.11 above, there was an increased level of upholding of complaints which, combined with the lower level of escalation of complaints from stages 1 to 2, would appear to indicate that complaint resolution at stage 1 is improving.

15.13 The things that customers most liked about the way we dealt with complaints were an apology, a quick reply, a clear reply, a good outcome, and helpful staff. They most disliked an unsatisfactory outcome, a long procedure, an unclear reply, and staff taking too long to listen.

#### Contact methods

15.14 The main methods by which complainants contacted us were by email, letter, phone, web form and feedback form. There was a significant increase in use of email and a fall in use of feedback forms and letters compared with the previous year.

#### Learning from complaints to improve services

15.15 In October 2009, the Feedback and Information Team, in liaison with the corporate Performance Management Team, instituted a new system of integrating learning from stage 3 and Ombudsman complaint cases with the performance management system.

15.16 Each month, schedules are circulated of stage 3 and Ombudsman cases closed during the previous month, which summarise the complaints, findings and learning points identified. Directorate comments are incorporated and any outstanding comments are flagged at the monthly corporate performance meetings.

15.17 Directors brief their Cabinet members on these cases, and the comments supplied are circulated the following month to the Leader, Deputy Leader and Chief Executive. The completed schedules provide a permanent record of learning from stage 3 and Ombudsman complaints.

#### Service improvements from complaint learning

15.18 Below are some of the improvements made under this process during the past year resulting from learning from stage 3 and Ombudsman complaints:

- New supplementary planning guidance for roof extensions, and revised planning enforcement processes to ensure that decisions are made and residents are informed promptly
- Revised procedures implemented for consideration of social and medical criteria at school admission appeals
- Procedures revised to enable better judgement in deciding appropriate recovery action of council tax, particularly for vulnerable and potentially vulnerable residents
- Refuse collection work sheets amended to remedy problem of missed bins
- Improved procedures for gully cleansing, including revised instructions for contractors

- Improved processes for repairs handling in Homes for Haringey, including establishment of a Repairs Resolution Team

15.19 The comments in the final Audit Commission report following the recent Housing allocations, lettings and homelessness re-inspection include the following:

*There is a sound approach to handling complaints and learning from them. The corporate complaints procedure is clear, easily accessed and well publicised. The responses to complaints seen were detailed and sensitively written...The management team regularly scrutinises the complaints processes and receives 'Learning from Complaints' reports. Learning is shared at meetings with staff and with the lead councillor and is used to improve services... Overall, the approach to dealing with complaints is ensuring that customer's concerns are responded to and used to improve services.*

#### Annual audits

15.20 An annual audit of complaint handling is conducted every year to check for adherence to the requirements of the customer feedback scheme, including the quality of responses. The results differed between directorates, but the most common faults were not recording whether the complaint was upheld or not and in some cases the quality of response could have been better.

15.21 The Feedback and Information Team meets directorate lead officers twice yearly to review and support their action on audit findings, improving performance and improving services as a result of feedback from complaints and members' enquiries. The lead officers report to their management teams as appropriate, and business units consider and implement the findings as appropriate.

#### Publicity and communications

15.22 This annual report is published in the 'Contact/complaints, compliments and suggestions' section of Council's website and publicised through a press release. The website and intranet entries are regularly updated. A new edition of the corporate 'complaints, compliments and suggestions' leaflet was published in March 2010, with appropriate amendments and updates.

15.23 A revised edition of the corporate feedback leaflet was issued in March 2010 and is available at all Council receptions.

#### Persistent, serial and vexatious complainants

15.24 We have procedures for dealing with extreme situations where a complainant may impose such demands on our resources that measures need to be taken to address the position, while still providing for complaints to be considered.

15.25 During 2008-09, it was necessary to impose new exceptional measures provided for in our procedures in three cases, as set out below.

- *Option 2b: restrict all communication to writing* was applied in two cases, one of which was an extension of restrictions applied in 2008-09
- *Option 2c: decline further communication on a specific complaint* was also applied in one new case

## 16. Complaints made to the Local Government Ombudsman

### Annual review

16.1 Every year, the Local Government Ombudsman sends an annual review to all local authorities. The review provides:

- a summary of the complaints received about the Council, and
- comments on our performance and complaint handling arrangements, where possible, so they can assist our service improvement

16.2 There are two sections to the review. The first concerns complaints about Haringey, and the second details current and proposed Ombudsman developments. The annual review is published on the Ombudsman's website at <http://www.lgo.org.uk/CouncilsPerformance/?letter=H>, and on the Council's website at <http://www.haringey.gov.uk/index/contact/complaints.htm>.

### Complaint numbers and decisions

16.3 The Ombudsman's Advice Team received 181 enquiries and complaints about the Council in the year, including Homes for Haringey, compared with 235 in 2008/09. 97 of these were forwarded to the Investigative Team. Housing, including Homes for Haringey, comprised 35 of these, 4 fewer than the previous year. The next highest numbers of complaint cases were Parking 13, Planning and Building Control 11, and Local Taxation 9.

16.4 The Investigative Team made decisions on 88 complaints about the Council during the year, compared with 119 in 2008-09, a 26% reduction.

16.5 The 39 "local settlements", where action was agreed by the Council and accepted by the Ombudsman as a satisfactory outcome, compare with 53 in 2008-09, and there were no reports of maladministration after one in each of the previous two years. Total cases of fault therefore fell from 54 to 39, a 28% reduction. Details of decisions by directorate are at Table 6 of Appendix 1.

### Performance in responding

16.6 Our performance in responding to the Ombudsman's written enquiries averaged 19.0 calendar days. This was below our 18 calendar day target, but considerably below the Ombudsman's target of 28 days, and he commented that this was similar to our "excellent response times of previous years".

## 17. Members' enquiries

### Our definition

17.1 Cases are recorded as members' enquiries that meet the following definition:

*'Any enquiry from an elected member\* requesting information on behalf of an individual or group of individuals, and/or in relation to a council policy, where the member is entitled to that information.'*

(\*An elected member includes councillors; members of parliament, the European parliament and the Greater London Assembly; and the London Mayor.)

## Performance in handling members' enquiries in 2010-11

17.2 The number of member enquiries to the Council in 2009-10 was 3,154, a small reduction on the 3,193 the previous year. Performance in responding within the 10 working day timescale fell slightly to 90% from 91% the previous year. Performance in 2008-09 and 2009-10 by directorate is detailed at Table 7 of Appendix 1.

## **18. WOW! nominations/compliments and suggestions**

18.1 The corporate feedback scheme provides for compliments and suggestions from the public in addition to complaints. All feedback received is administered by directorate complaints teams in accordance with the customer feedback scheme.

### WOW! Awards

18.2 Since 1 May 2007, all compliments we receive have been dealt with under the WOW! Awards scheme. The WOW! Awards is a national non profit making organisation which seeks to raise standards of customer service by encouraging and motivating staff and holding up examples of good practice. Haringey was the first public sector organisation to participate in this scheme. The scheme has helped to promote and reward the customer-focussed thinking and behaviour that is integral to delivering excellent services.

18.3 At the National Customer Service Awards, the Council won the WOW! Of The Year award in September 2007, and a staff member was one of the four finalists for 2008. In 2009, at the first annual WOW! Awards, the Council won both the Best Local Authority and Best Healthcare categories, and had a further four finalists. Homes for Haringey also won the Best Team award.

### WOW nominations received

18.4 The total of 1443 WOW! nominations received in the year represent a 23% increase on the 1,176 received in 2008-09. This equates to one WOW nomination/compliment for every 1.2 stage 1 complaints, compared with 1.4 in 2008-09, and 1.8 the previous year when the WOW scheme was introduced.

18.5 The WOW! organisation made 197 national awards to staff in the year, an increase of 32, 19%, from the 165 in 2008-09. In 2007-08 (an 11 month year as the corporate launch was on 1 May 2007) there were 49. This suggests that the quality of front line service is noticeably improving.

### Suggestions received

18.6 The number of suggestions received in the year was 102, a fall of 12 compared with the 114 received in 2008-09. All suggestions are considered, and the respondent is informed whether or not they can be implemented, with reasons.

18.7 Details of the numbers of WOW nominations/compliments and suggestions received by directorate in the last three years are at Appendix 1, Table 8. Appendix 2 provides some examples of customer nominations received in the year

## **19. Petitions**



19.1 A petition scheme for Haringey was approved by full Council on 19 July 2010 in accordance with new statutory requirements on all local authorities. It was agreed that the scheme would be reviewed in advance of the implementation of an e-petitioning system that becomes a legal requirement in December 2010 and that members, via the Constitution Review Working Group, would have input into this process.

19.2 Responsibility for logging and processing petitions has been allocated to the Feedback and Information Team and directorate complaints teams.

## **20. Equalities and Community Cohesion Comments**

20.1 Equalities monitoring data is requested on customer feedback forms but this is not always completed. Complaints received by letter, email or fax invariably do not include it. In 2009-10 overall, full data was generally known for just under 20% of complaints, a smaller figure to previous years, due largely to the decreasing use of feedback forms that ask for the information.

### Discrimination

20.2 There were 9 complaints of discrimination in the year, compared with 11 in 2008-09. They were in the following categories:

- Disability: 4 (0 in 2008-09, 3 in 2007-08)
- Ethnicity: 4 (4 in 2008-09, 2 in 2007-08)
- Religion/faith/belief: 0 (4 in 2008-09, 1 in in 2007-08)
- Age: 0 (1 in 2008-09, 0 in 2007-08)
- Gender: 0 (2 in 2008-09, 0 in 2007-08)

### Gender and disability

20.3 There were more complaints from women than their proportions in the community and significantly less from people with a disability. The over representation of complaints from women reflects the fact that more of our service users are women. It is the Council's experience that more women than men use front line services and therefore more likely to complain. Disabled people constitute some 10% of the local community.

20.4 Data on gender is available for over 86% of complainants as staff enter the gender when titles are given (e.g. Mr Mrs, Ms). Data on disability was only available this year on 19% of complainants, compared with 24% the previous year.

20.5 The known percentages of women and disabled people amongst complainants at stage 1 of the Council's procedures are set out in the Table 9 of the appendix.

### Ethnicity

20.6 Complaints from black/black British people are reflective of the local population. White other groups appear to be over represented, and Chinese/other ethnic groups slightly over represented. White British people appear to be under represented. However, the ethnicity 83% complainants was unknown compared with 76% in 2008-

09. The percentage ethnicity of complainants at stage 1, where known, is set out at Table 10 of the appendix.

#### Age of complainants

20.7 The age of stage 1 complainants accurately reflects that of the local population, although the age of 81% of complainants was unknown compared with 74% in 2008-09. The percentage of known complainants by age group at stage 1 is set out at Table 11 of the appendix.

## Appendix 1: Statistical information

Table 1: Performance in responding to complaints to timescale at stages 1, 2 and 3

		2008/09			2009/10		
		Total	On Time	% On time	Total	On Time	% On time
<b>Stage 1</b>	ACCS	282	263	<b>93</b>	311	300	<b>96</b>
	Chief Exec	42	38	<b>90</b>	24	20	<b>83</b>
	CYPS	63	57	<b>90</b>	38	31	<b>82</b>
	CR	568	543	<b>96</b>	748	701	<b>94</b>
	UE	639	541	<b>85</b>	565	489	<b>87</b>
<b>Stage 1 Total</b>		<b>1594</b>	<b>1442</b>	<b>90</b>	<b>1690</b>	<b>1541</b>	<b>91</b>
<b>Stage 2</b>	ACCS	9	9	<b>100</b>	12	10	<b>83</b>
	Chief Exec	9	8	<b>89</b>	3	3	<b>100</b>
	CYPS	7	7	<b>100</b>	7	7	<b>100</b>
	CR	68	64	<b>94</b>	49	43	<b>88</b>
	UE	79	64	<b>81</b>	92	75	<b>82</b>
<b>Stage 2 Total</b>		<b>172</b>	<b>152</b>	<b>88</b>	<b>163</b>	<b>138</b>	<b>85</b>
<b>Stage 3*</b>	ACCS	1	1	<b>100</b>	3	3	<b>100</b>
	Chief Exec	1	1	<b>100</b>	1	1	<b>100</b>
	CYPS	2	2	<b>100</b>	3	3	<b>100</b>
	CR	12	12	<b>100</b>	9	9	<b>100</b>
	UE	18	18	<b>100</b>	22	20	<b>91</b>
<b>Stage 3</b>	<b>Council Total</b>	<b>34</b>	<b>34</b>	<b>100</b>	<b>38</b>	<b>36</b>	<b>95</b>
<b>Stage 3</b>	HFH*	17	16	<b>94</b>	21	19	<b>90</b>
<b>Stage 3 Overall Total*</b>		<b>51</b>	<b>50</b>	<b>98</b>	<b>59</b>	<b>55</b>	<b>93</b>

(Target timescales are 10 working days at stage 1, 25 working days at stage 2 and 20 working days at stage 3)

Table 2: Average working days to respond to complaints at each stage

Stage	2007-08	2008-09	2009-10
<b>1</b>	9	9	8
<b>2</b>	13	12	11
<b>3*</b>	13	11	13

Table 3: Decisions taken on complaints at each stage (%)

Decision	Stage 1			Stage 2			Stage 3*		
	2007-8	2008/9	2009/10	2007/8	2008/9	2009/10	2007/8	2008/9	2009/10
Not upheld	42	39	39	40	50	53	38	41	46
Partly upheld	24	23	24	28	24	20	43	47	41
Upheld	30	31	34	27	21	23	19	12	8
Withdrawn	1	2	0	-	1	-	-	-	-
No finding	4	5	3	4	3	-	-	-	-

**Table 4: Escalation: number of cases that complainants took to the next stage**

Stage	2007/08			2008/09			2009/10		
	Number completed	Number to next stage	% to next stage	Number completed	Number to next stage	% to next stage	Number completed	Number to next stage	% to next stage
1	1846	136	7.4%	1594	147	9.2%	1690	120	7.1%
2	170	28	16.4%	172	31	18.0%	163	33	20.2%
3*	61**	21	34.4%	51**	17	33.3%	59**	19	32.2%
<b>Total</b>	<b>2077</b>	<b>185</b>	<b>9.5%</b>	<b>1817</b>	<b>195</b>	<b>10.7%</b>	<b>1912</b>	<b>172</b>	<b>9.0%</b>

\*\* 31, 34 and 38 respectively for Council services

**Table 5: Complainant satisfaction with the handling of stage 1 complaints**

	2007-08	2008-09	2009-10
Very/satisfied	51%	53%	49%
Very/dissatisfied	47%	47%	51%
N/a	1%	-	-

**Table 6: Ombudsman decisions by directorate.**

	Maladmin report	Local settlement	No maladmin	Ombudsman discretion	Outside jurisdiction	Total
ACCS	-	3	3	1	2	9
Chief Exec	-	-	1	1	-	2
CYPS	-	3	2	4	1	10
CR	-	4	2	1	1	8
UE	-	20	9	5	7	41
<b>Council total</b>	<b>-</b>	<b>30</b>	<b>17</b>	<b>12</b>	<b>11</b>	<b>70</b>
HFH	-	9	3	6	-	18
<b>Overall total</b>	<b>-</b>	<b>39</b>	<b>20</b>	<b>18</b>	<b>11</b>	<b>88</b>

**Local Settlement:** Ombudsman discontinued investigation as satisfactory complaint outcome agreed

**No maladministration:** Ombudsman found no or insufficient evidence of maladministration

**Ombudsman discretion:** Ombudsman discontinued the investigation, usually having found no or insufficient injustice to warrant pursuing further

**Outside jurisdiction:** outside the Ombudsman's jurisdiction

**Table 7: Directorate performance in responding to members' enquiries to timescale**

	2008/09					2009/10				
	Total	On Time	% On time	Average days to complete	Over 45 working days	Total	On Time	% On time	Average days to complete	Over 45 working days
ACCS	319	312	98%	6	-	383	365	95%	7	-
Chief Exec's	95	89	94%	6	-	111	91	82%	8	-
CYPS	206	192	93%	7	-	264	253	96%	7	-
CR	307	294	96%	6	1	373	337	90%	6	1
UE	2266	2023	89%	8	2	2023	1794	89%	8	-
<b>Total</b>	<b>3193</b>	<b>2910</b>	<b>91%</b>	<b>7</b>	<b>3</b>	<b>3153</b>	<b>2840</b>	<b>90%</b>	<b>8</b>	<b>1</b>

(Target timescale is 10 working days)

**Table 8: Numbers of WOW nominations and suggestions received in the last 3 years**

Directorate	WOWs			Suggestions		
	07-08	08-09	09-10	07-08	08-09	09-10
Adult, Culture & Community	395	411	499	54	69	49
Chief Executive's	23	4	25	4	4	4
Children & Young People's	22	136	114	1	5	1
Corporate Resources	522	503	691	9	11	13
Urban Environment	84	122	114	47	25	35
<b>Total</b>	<b>1046</b>	<b>1176</b>	<b>1443</b>	<b>115</b>	<b>114</b>	<b>102</b>

**Table 9: Percentages of women and disabled people making stage 1 complaints (%)**

Year	Women	Disabled
2007-08	57.6	5.6
2008-09	59.4	7.8
2009-10	55.0	3.7

**Table 10: Percentage ethnicity of stage 1 complainants (%)**

Year	Asian/Asian British	Black/Black British	Mixed	Chinese & other	White British	White Irish	Other White
2007-08	6.7	28.3	3.8	6.9	32.7	3.6	19.1
2008-09	7.0	20.4	3.5	6.5	36.6	5.4	20.7
2009-10	4.1	19.6	2.1	6.9	40.5	4.1	22.3

**Table 11: Percentage of stage 1 complainants by age (%)**

Year	Under 16	16-17	18-23	24-45	46-59	Over 60
2007-08	0.5	0.5	6.6	60.0	20.1	12.2
2008-09	0.5	0.7	9.9	58.0	9.1	21.9
2009-10	1.2	none	5.9	51.7	27.7	13.4

\* Stage 3 figures include Homes for Haringey as the Feedback and Information Team handle these

## Appendix 2: A sample of WOW nominations from customers about staff behaviour

- [Name] was really well looked after at Cranwood where the care was both sympathetic but also with a great sense of humour. You all do a very difficult job wonderfully well and we shall always remember you. Thank you so very much.
- [Name] was the first person I dealt with and I believe he has genuinely done all he can to help me. He showed great empathy for my situation and kept all the appointments he arranged with me. I wish all the people I met were as good as he is - 10 out of 10 for service.
- I couldn't have turned my life around without their help and want to say a big thank you and also to apologise for my behaviour at times. I hope that in the future I can come and see you and let you know how I am getting on.
- She was very friendly and helpful and made the whole experience more enjoyable and relaxed. She explained to me clearly the amount outstanding which is now very clear to me. Also the time scale required to pay the council tax. Thank you.
- She took the time to patiently answer all my questions and dealt with my problems with kindness and respect. Such a nice person. Thank you
- He helped me on the telephone for over an hour sorting out my housing benefit. He was very patient and understanding. Thank you
- I rang the department because I was angry at what I considered was an unfair parking ticket. She was utterly professional. She calmed me down, explained why I had received a ticket and was very sweet. I still think the labelling on your ticket machines are misleading but I paid the fine there and then (because of her). In these times of madness, it was such a pleasure to speak to such a civil and professional and lovely person. Thank you.
- Thank you for reminding me that living with mental illness does not make me any less valid than anyone else. For all of this please accept my gratitude and appreciation. My very best wishes - you pulled me out of that Ocean in which I was drowning and you saved me. Thank you