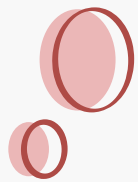




Hammersmith & Fulham Council Annual Complaints Report 2024-2025





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1. Member's Statement

The Council's performance over the past year demonstrates our unwavering commitment to delivering high-quality services to our residents.

During 2023/2024 we made it easier for our residents to complain to us when things went wrong and as a learning organisation, we wanted to ensure that we learnt from our mistakes so that we could focus on continuously improving our services.

Throughout 2024/2025 we have undertaken detailed root cause analysis of our complaints and like other local authorities with a housing portfolio, the highest volume of complaints that we received were in our Housing Services. We have continued to build on the improvements that we have made into that service, including a major investment programme of £729m to modernise our homes, additional repairs contractors to improve our day-to-day reactive repairs service, created a new culture of contract management within the repairs service to ensure a resident centric approach to delivery and continued improvements in the way that we managed complaints.

In 2024/2025 we have made substantial progress in reducing complaints, improving resolution times, and enhancing overall service quality. Moving forward, we will continue to focus on learning from feedback, addressing root causes of complaints, and ensuring that our services meet the diverse needs of our community.

We are proud of the achievements made this year and remain dedicated to building on this success to provide even better services in the future.

Councillor Rowan Ree,
Cabinet Member Finance & Reform



2. Introduction

The Council provides a wide range of services to over 185,000 residents and thousands of businesses. It delivers them across various channels, including responding to over 1 million telephone calls, and enquiries online self-service, webchat, social media, email, in person and by post. The Council ensures that any complaints related to the services it delivers can be received via any channel. We seek to learn from them and look for patterns of service failure. We continue to use the feedback we receive from our complaints to identify areas for service improvements.

The Annual Complaints Report for 2024-2025 is a single report on all Council complaints covering stage 1, stage 2, and Ombudsman with summary information on statutory adults and children's social care complaints. It provides a comprehensive overview of the complaints received and handled by various departments within the Council.

Over the last year we have made significant improvements to the way that we handle complaints across the council which is reflected in the improvements we have seen in performance both from a qualitative and quantitative perspective.

Some key highlights include:

- A total of 4,607 Stage 1 complaints were received, marking a **10%** reduction from the previous year.
- The timeliness of complaint resolution at stage 1 remained consistent at **91%**.
- The percentage of upheld stage 1 complaints decreased from **61%** to **56%**.
- A total of 925 Stage 2 complaints were received, with a **97%** resolution rate within the timescale and **57%** upheld.

3. Our Performance - Stage 1 & 2

This report underscores the Council's commitment to improving service delivery and responsiveness to complaints, with notable progress in several areas. Continued focus on reducing complaint causes and enhancing complaint handling processes will be essential for further improvements.

➤ **Stage 1 complaints**

The service areas receiving the highest number of complaints overall were;

- ❖ Housing Services 2948 which is 64% of overall complaints
- ❖ Place at 1105 (primarily parking and waste services) which is 24% of overall complaints

We have seen a **10%** reduction overall on received complaints at stage 1 compared to 23/24.

➤ **Stage 2 complaints**

The service areas with the highest number of stage 2 complaints overall were:

- ❖ Housing Services 725 which is 78% of complaints
- ❖ Place with 107 (primarily parking and waste services) which is 12% of complaints

We have seen a **14%** increase in complaints at stage 2 compared to 23/24.

3. Our Complaints Performance

Stage 1 & 2

➤ Issue of complaint decisions

Our corporate target is to issue **90%** of complaint decisions within the complaint handling code timescales. This measure is based on the customer receiving a response to their complaint that addresses the issues raised, provides a solution to the complaint, explains whether the complaint has been upheld and confirms any timescales to remedy the issue including awarding any compensation.

We record our targets against Stage 1 and Stage 2 complaints separately to ensure that we can accurately measure the performance of our decisions against the complaints handling code. For 24/25 **91%** of our stage 1 complaints were responded to within the corporate timescales and **97%** of stage 2 complaints.

➤ Complaints upheld

We measure, following investigation, how many of our complaints are found to be valid and record these as upheld as formal recognition that the complaint is justified, and that action must be taken to rectify a situation.

For 24/25 we have seen a reduction in our upheld percentage from **61%** in 23/24 to **56%** in 24/25 for stage 1 complaints and a reduction from **73%** in 23/24 to **57%** for stage 2. This performance demonstrates the improvements that we have made to our service delivery.

3. Our Performance - Statutory Complaints

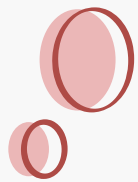
In addition to our corporate complaints, we also record and monitor performance for our statutory service complaints and below is a summary.

Childrens	Completed investigation including rejected	Amount on time	% on time	% upheld	Adults	Completed investigation	Amount on time	% on time	% upheld
Stage 1	36	22	61%	31%	Stage 1	70	40	57%	51%
Stage 2	13	11	85%	54%	Stage 2	19	8	42%	58%
Stage 3	7*	5	83%	40%					

* 1 rejected

Children's Complaints: Stage 1 complaints increased by 9% (3 cases) in 24/25 compared to 23/24. Stage 2 complaints rose by 4 cases, and Stage 3 complaints went up from 4 to 7 cases. Overall timeliness of responses decreased by 7% for Stage 1 and 2, and 17% for Stage 3.

Adult Social Care Complaints: Stage 1 complaints reduced by 35% (37 fewer complaints) in 24/25 compared to 23/24. Stage 2 complaints increased by 12% (2 more cases). Overall timeliness of responses saw a 15% reduction within 20 working days at Stage 1.



3. Our Performance – Customer Satisfaction With Complaint Handling

We received over 400 compliments for our services in 24/25.

The compliments reflect a strong appreciation for the professionalism, efficiency, and kindness shown by staff across various services. Customers frequently noted how staff went above and beyond, providing timely support, clear communication, and a compassionate service, especially during difficult or emotional times. These interactions made customers feel valued, heard, and well-supported.

The feedback from the complaint process highlighted both positive aspects and key areas for improvement. On the positive side, customers appreciated the good digital experience they encountered, and in some cases, they found the communication clear, with the process being well-explained and easy to follow when it worked as intended. However, there are also areas where we need to improve including addressing issues fully and ensuring accountability for resolution. We also need to improve on our communications to avoid a resident having to raise a complaint to resolve an issue.

3. Our Performance - Ombudsman

We received a total of 133 decisions from the Local Government & Social Care Ombudsman and the Housing Ombudsman

Determination outcomes	
Severe Maladministration (HO)	5
Maladministration (HO)	40
Service Failure (HO)	30
Suitable Redress (HO)	23
Resolved with intervention/mediation (HO)	4
Fault Found (LGSCO only)	10
No Maladministration (HO)	9
Outside jurisdiction	12
Withdrawn	0
Total	133

We received no Complaint Handling Failure orders in 2024/2025.

We have a comprehensive compensation policy which is aligned to the Ombudsman's remedy guidance. In 24/25 we awarded a total of £505,238 which is a reduction of 36% compared to 2023/2024.

In 2024/2025 our Housing Ombudsman maladministration rate was 68% which is a 16% reduction from 2023/2024.

We have delivered all the improvement recommendations that the Housing Ombudsman made in their Special Investigation report. These were completed within eight months (October 2024).

We strengthened our complaints handling process to ensure it remained compliant with the Code of Conduct.

3. Our Performance - Tenant Satisfaction Measures (TSM)

Complaints relative to the size of landlord, as the average number of new complaints opened in 2024/2025 per 1,000 homes

Stage 1 complaints per 1,000 homes	145.2
Stage 2 complaints per 1,000 homes	27.4

Complaints responded to within the complaint handling code timescales

% of Stage 1 complaints responded within time	93%
% of Stage 2 complaints responded to within time	96%

Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling

Low cost rented accommodation*	27%
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A continued focus on complaint management and lessons learnt, following on from our recommendations from the Housing Ombudsman, has resulted in a 34% reduction in the volume of stage 1 complaints and a 45% reduction in the volume of stage 2 complaints per 1,000 homes when compared to 2023/24.

Our timeliness of complaint responses remains above our corporate target.

**Sector benchmarking TSM results for 24/25 are not yet available however the 23/24 overall satisfaction from the sector ranged from 10% to 36%.*



4. Learning & Service Improvement

We undertake root cause analysis of our complaints to identify the reasons behind the complaint. The main causes of complaints included delays in service delivery (33%), service quality (25%), and failure to do something (20%).

There was an **11%** reduction in complaints related to service delays compared to 23/24..

Below is a breakdown of the root cause of complaints that we received:

- Delays in service delivery – including contractor failures (33%)
- Service quality (25%)
- Failure to do something including loss of service (20%)
- Lack of or poor communication (11)
- Disagree with charge or payment issue (3%)
- Disagree with council decision/outcome, cancellation, or withdrawal (2%)
- Staff conduct and behaviour (2%)
- Procedure issues (1%)
- Other various causes (3%)



4. Learning & Service Improvement Actions

From our root cause analysis, we have identified some key themes and areas of improvement across various departments within the Council.

➤ **Repairs**

- Appointments kept and attended on time is the largest reason for complaints along with delays to completing works.
- To reduce the number of missed appointments we have introduced a process with our contractors where we can identify those scheduled repairs at risk early and proactively contact the resident to make alternative arrangements.

➤ **Staff learning & development**

- Complaints handling workshops held with all front-line staff in Housing Services
- Any resident expressing dissatisfaction in their survey returns are contacted by surveyors or contact centre agents to understand any outstanding issues.
- Where repairs are required following a complaint all repairs are inspected for quality and completion.

➤ **Housing management**

- Identified issues with continuity of case management. We have implemented a new technical solution to ensure we capture ongoing issues and that our residents have consistent contact throughout their case.
- We have delivered Anti Social Behaviour (ASB) training to staff and management to improve our ASB case handling process.
- We are embedding a culture of continuous improvement into our resident facing teams to ensure lessons are learnt and services are improved.
- We are experiencing some delays to assessments of Homelessness applications due to national housing crisis. This is causing an increase in complaints numbers regarding temporary accommodation and delays to assessments.

4. Learning & Service Improvement Actions

From our root cause analysis, we have identified some key themes and areas of improvement across various departments within the Council.

➤ **Place – Waste**

- The waste services are provided to all residents and impact every visitor and business in the borough, with millions of collections taking place each year. Despite the very wide reach and high volume of the services, total volumes of complaints are at low levels, and have further reduced this year. The service will continue to work hard to get things right first time and learn from any service failures so that volumes remain very low relative to the scale of the service.

➤ **People**

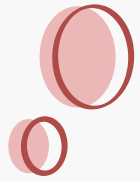
- We have enhanced our response to Stage 1 complaints to reduce escalations
- We have implemented training for managers to support improvements to timeliness and quality of responses.

➤ **Resident Experience Team and Complaints, Dispute and Resolution Team:**

- Enhance response quality to address all complaint aspects.
- Clarify next steps and timelines.
- Improve action monitoring until case completion.
- Maintain consistency in responses and compensation evaluations.

➤ **Place - Parking**

- Complaints centred around three key areas: parking fines (PCNs), issues with our cashless parking provider and parking policy.
- Improvements have been made to web pages to explain parking fine challenge process, developments made to RingGo app based on customer feedback to make it easier to use and a focus on improved engagement with residents around Parking Zone consultations.



5. Access to Complaints

The Council's online self-service form asks residents to provide demographic data about themselves so that we can ensure equitable access to complaints. It is not mandatory to complete these questions and complaints received through other channels will not have captured this information. Nevertheless, the data we do hold shows:

- 58.7% female, 34.2% male 6.1% preferring not to say, 0.79% other and 0.1% transgender
- 70% were heterosexual, 4% gay, lesbian or bisexual with 26% preferring not to say their sexual orientation
- Only 2 complaints registered that they had a disability, so this is an area to explore access and awareness
- The breakdown for complaints made by ethnicity is 47%white, 23% Other, 17% Black, 7% Mixed, and 6% Asian.



6. Focus for 2025/2026

The council has made significant strides in improving service delivery and responsiveness to residents' needs over the past year. Our commitment to excellence is reflected in the key performance metrics and the positive feedback received from our community.

In 2025/26, we will focus on addressing the root causes of complaints and enhancing our complaint handling processes and service delivery to ensure the best possible customer service.

We have identified key areas for improvement, including service delivery delays, service quality, and communication

We will:

- Work on improving our resident's satisfaction with complaint handling by understanding the drivers behind the results and embedding a customer centric complaints culture across the organisation
- Strive to continually improve the complaints service in 2025–26, we aim to focus on enhancing communication and follow-up by providing clearer updates and timelines, improving accessibility with simplified online forms and alternative submission methods. We will foster empathy and ownership in complaint handling through staff training and using feedback to drive service improvements by regularly reviewing insights from complaints and compliments.



6. Focus for 2025/2026 (continued)

Service specific improvements are detailed below;

➤ **Housing Services**

- Continue learning from complaints and embed a culture of ownership across the service.
- Improve our internal processes to ensure we communicate with empathy to our residents when we get things wrong.
- Embed the new Anti Social Behaviour (ASB) policy and processes, with a focus on improving ASB handling and keeping residents updated throughout the case.
- Focus on improving the customer journey and the prevention of missed appointments as these are the reason for 60% of our stage 1 complaints in repairs. Improving pro active communications with our residents.
- Introduction of new homelessness and temporary accommodation assessors with the aim of reducing delays and improvement client liaison.

➤ **People Services**

- Continuing to embed quality and timeliness standards across the service.



6. Focus for 2025/2026 (continued)

➤ **Place – Waste Services**

- The primary root cause of complaints is missed collections; our current performance is very good with over 99.9% of collections taking place as scheduled. The number of missed collections is reducing year on year, and we aim to continue this improvement by enhancing management and reporting processes

➤ **Place – Parking Services**

- Improve how we communicate and engage with residents, in particular relating to changes to the highway or parking policy
- Ensure the highest quality of standards when responding to complaints

➤ **Complaint Handling**

- Continuing to ensure timeliness of responses across the council align with the complaint handling code
- Launch new customer satisfaction survey for complaints linked to individual cases
- Continuing with robust quality assurance monitoring



7. 24/25 Local Government & Social Care Ombudsman Annual Letter

- The Local Government & Social Care Ombudsman (LGSCO) issued its Annual Review letter for LBHF on 21 May 2025.
- Between 1 April 2024 to 31 March 2025, the LGSCO dealt with 95 complaints. Of these, 39 were not for the LGSCO or not ready for them to investigate. They assessed and closed 42 complaints of which 14 were investigated.
- 93% of complaints investigated were upheld, this compares to 84% for similar authorities. Adjusted for Hammersmith & Fulham's population this is 7% per 100,000 residents compared to 9.1% for authorities of this type.
- The LGSCO reports on compliance with recommendations and orders, and we had 100%.
- The LGSCO also reports on cases where the authority has satisfactorily resolved the issue prior to the decision being issued. We had 31% resolved and this compares to an average of 12% in similar organisations. This is an increase from 23/24 where we had a rating of 13% satisfactorily resolved.
- In November 2024 we adopted the LGSCO Complaints Handling Code ahead of this being officially required by the LGSCO in April 2026.



8. Housing Ombudsman Service Landlord Performance Report 24/25

- The Housing Ombudsman (HO) issued its Annual Performance Report for LBHF on 19 June 2025.
- During 2024/2025 the HO issued 58 determinations, made 165 orders and 53 recommendations. Most of the cases determined during this period stemmed from complaints raised between 2020 and 2023, and the council has implemented changes based on the insights gained from these complaints.
- A total of 75 maladministration findings were made, this includes severe maladministration, maladministration and service failure.
- The council's maladministration rate was 68%, which is lower than the national maladministration rate of 71% and the rate for similar sized and type of landlords which was 80%.
- This maladministration rate is an improvement of 16% from both 2022/2023 and 2022/2024 which were both at 84%.
- The HO ordered the council to pay an additional £58,495 in compensation.
- The council achieved 100% compliance with orders and no complaint handling failure orders were issued.



9. Appendices

Appendix A - Annual self-assessment 2024/25

Appendix B - [corporate-complaints-policy-december-2024.pdf](#)

Appendix C - Local Government and Social Care Ombudsman Annual Review
Letter 2024/2025

Appendix D – Housing Ombudsman Service Landlord Performance Report
2024/2025