



Complaints
Annual Report
2014-15



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Chief Executive's Foreword

Scotland's public sector has a duty to the people it serves, and part of that duty involves responding positively to complaints. This annual report is our first full account of how we have learned from the complaints we have received. Last year we were only able to produce a document of facts and figures. This report gives more of a narrative as to what we've changed as a result. As an organisation, we still have a lot more to do to in how we record our complaints to ensure greater learning. This will help in our ambition to spread this learning across the organisation.

In this report you will find details of how we have performed in dealing with complaints, the outcomes of investigations and how we have changed our services as a result. I am pleased to see many work practices modified as a result of a complaint, which I feel shows we are listening to the public when they're not happy.

Naturally, not every complaint is upheld, but clearly they are all addressed at either frontline stage or through a more detailed, thorough investigation within respective timescales. We take our commitment to the Scottish Public Services Ombudsman (SPSO) framework seriously and I am confident that our customer care will continue to improve as a result of each and every complaint we receive.

A handwritten signature in black ink, appearing to read 'Roddy Burns', with a horizontal line underneath it.

Roddy Burns
Chief Executive

Introduction

This Complaints Annual Report summarises the Council's performance in terms of handling customer complaints received between 01 April 2014 and 31 March 2015.

The 2014-2015 reporting period provides the second full year of data under the new model Complaints Handling Procedure (CHP) and this annual report is presented in accordance with the Scottish Public Services Ombudsman's (SPSO) National Performance Framework, which was published in August 2013.

The Moray Council's definition of a complaint is:

[‘An expression of dissatisfaction by one or more members of the public about the local authority's action or lack of action, or the standard of service provided by or on behalf of the local authority.’](#)

This applies to all Moray Council services: i.e. those provided directly including educational services and schools, housing and waste; and indirectly including certain aspects of care provision.

The national model Complaints Handling Procedure (CHP) governs how Moray Council handles complaints associated with our Complaints Policy and is a two stage process.

- Stage one is classed as ‘frontline resolution’ – this is where we aim to resolve complaints at the initial point of contact. We have up to five working days to do this, and in exceptional circumstances this can be extended for a further five days.
- Stage two is for complaints that we are unable to resolve at the front line. Receipt of the complaint is acknowledged within three days. We aim to establish all the facts relevant to the points made in the complaint and to give the customer a full, objective and proportionate response that represents the final position. An investigation is routinely completed within 20 working days, although extensions to this timescale can be required for particularly complex cases.

Once the investigation stage has been completed, if the customer remains dissatisfied they are advised of their right to forward their complaint to the Scottish Public Services Ombudsman (SPSO) for its consideration.

In support of the CHP, the Council has a Complaints Management System enabling us to record, track and report on complaints information across all services. Within this system, actions are logged to record how we have dealt with and responded to complaints.

Monitoring complaints information and the preparation and publication of this annual report helps to provide a clear basis for identifying service failures (‘learning from complaints’) and information on how effectively the Council is handling complaints (‘complaints performance.’)

Our aim is to provide a robust complaints handling service that takes every opportunity to learn from customer feedback and improve procedures and services as a result. In addition to our goal of addressing the majority of complaints at the frontline stage, our aim is to see an initial increase in complaints reporting overall, as customer faith in the CHP grows and the number of complaints going unreported decreases. We also aim to reduce the number of complaints upheld regarding policies and procedures year on year, as the new learning outcomes framework helps us address issues raised as we go along.

Executive Summary

The Council always aims to provide the highest possible quality of service to our community, but we recognise that there are times when things go wrong and we fail to meet the expectations of our customers. The Council welcomes feedback. It provides information that helps services learn from complaints and to modify and improve the way services are delivered. Complaints are viewed as a positive communication tool and are encouraged. We want customers to feel that there is a robust system in place in order to handle their complaint efficiently and to address and improve service issues where they occur. The indicators covered in this report were created by the SPSO to provide a tool that the Council and the public can use to judge objectively how well complaints are being handled and how they inform service improvement activity.

The implementation of the SPSO's model CHP by local authorities means that councils are required to record, report and publish information on all the complaints they receive, providing significant opportunities for councils to identify service improvements from data that was previously unrecorded.

Compliance with the SPSO's model CHP is monitored by Audit Scotland in conjunction with the SPSO and in line with the principles of the Best Value Shared Risk Assessment arrangements.

The complaints performance data contained within this report will also inform the Council's Annual Public Performance Report, to be published later in 2015, which summarises the Council's performance in relation to Statutory Performance Indicators as well as progress and achievements on partnership activity with our Community Planning Partners.

The SPSO, in conjunction with local authorities, has developed a suite of eight high level performance indicators against which local authorities should assess and monitor their complaints handling performance in relation to the model CHP. The information provided in Section 3 details Moray Council's performance in 2014-15.

It should be noted that due to legislation, statutory social work complaints operate through the existing three stage complaints process. As this process is at a variance

with the model CHP, Social Work Policy complaint figures are not included in this report. However, it is intended that social work complaints will be subsumed within the model CHP in the coming year, with its complaints reporting scheduled to be included from the 2016-17 report.

Complaints Performance Indicators

The aim of the model CHP is for as many complaints as possible to be resolved at the front line (i.e. at stage one) with as few as possible going for further investigation (i.e. stage two) in order to improve both the customer’s experience and the Council’s service provision.

As part of the model CHP, the SPSO provides a suite of performance indicators. The indicators provide the minimum requirement for a local authority to self-assess, report on performance and to undertake benchmarking activities. A breakdown of services for SPSO performance indicators two to five is also included as an appendix:

- **indicator 2:** the number of complaints closed at stage one and stage two as a percentage of all complaints closed
- **indicator 3:** the number of complaints upheld/partially upheld/not upheld at each stage as a percentage of those closed in full at each stage
- **indicator 4:** the average time in working days for a full response to complaints at each stage
- **indicator 5:** the number and percentage of complaints at each stage which were closed in full within the set timescales of five and 20 working days

The figures for SPSO performance indicator six: the number and percentage of complaints at each stage where an extension to the 5 or 20 working day timeline has been authorised, have not been broken down into services due to the low numbers of cases involved.

Indicator 1 – Volume of complaints

The total number of complaints received per thousand population.

This indicator records the total number of complaints received by the Council. This is the sum of the number of complaints received at stage one (frontline resolution) and the number of complaints received directly at stage two (investigation). To allow for a fair comparison across all 32 councils in Scotland, the figure of complaints per 1,000 of population is used.

2014-15	
Total number of complaints closed	490
Population (mid-year population estimate)	94,750
Number of complaints per 1,000 population	5.17

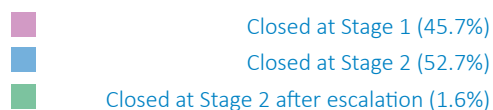
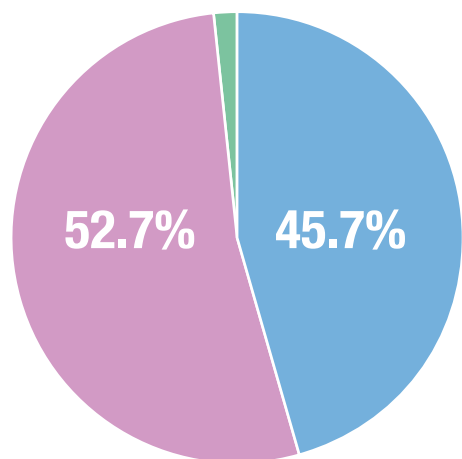
Compared to the 2013-14 figures, there has been a slight rise of around 1% both in the number of reported complaints and in the population size. The Council continues to welcome complaints as a valuable source of customer feedback and an opportunity to identify areas of improvement. We expect to see a similar increase in the 2015-16 reporting year.

Indicator 2 – Outcome of complaints

The number of complaints closed at stage one and stage two as a percentage of all complaints closed.

This indicator provides information on the number of complaints closed at stage one and stage two as a percentage of the 490 closed complaints. The term ‘closed’ refers to a complaint that has had a response sent to the customer and at the time no further action is required.

Percentage of complaints closed at stages 1 & 2



During the year our ratio of complaints dealt with at front line resolution stage compared to those dealt with at the investigation stage was 46%: 53%. This means under half of our complaints were being dealt with at their first point of contact, which we acknowledge as falling short of our aim overall but which provides scope for improving the complaints handling process.

The majority of all complaints were dealt with by Environmental Services and Education and Social Care. Environmental Services, as one of the Council’s highest-volume service providers, dealt with almost 70% of all complaints. Over half of these were closed at stage one – frontline

resolution, a result in achievement of our aim.

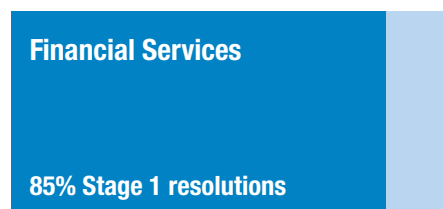
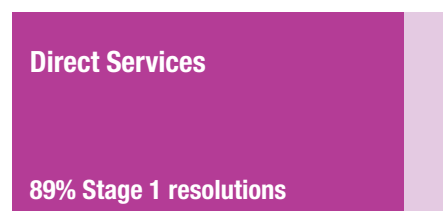
Financial Services dealt with 85% of their complaints and Direct Services dealt with 89% of its complaints at stage one – front line resolution. Complaints to these service areas tend to be of a less complex nature and are easily looked into and resolved. Both areas are examples of where complaints handling is proceeding well.

In contrast, Housing and Property dealt with 85% of its complaints at stage two – investigation, though it is recognised that addressing complaints in this area can be more time consuming and

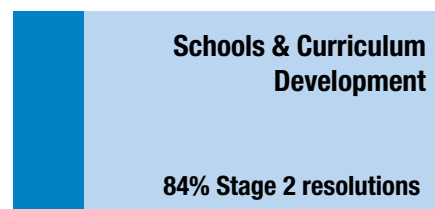
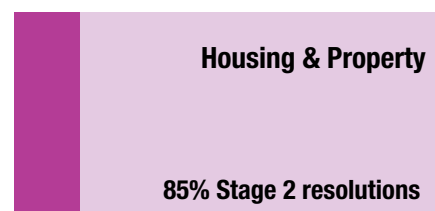
resource intensive due to the need to involve third party suppliers and tradespeople in many cases. Schools and Curriculum Development also handled 84% of their complaints at stage two – investigation. For the timescales of this annual report, frontline complaints were not routinely recorded by schools. Head Teachers assess complaints and those that can’t be resolved at the frontline stage are often referred to Quality Improvement Officers (QIOs.) They carry out more detailed enquiries resulting in matters proceeding to stage two investigation, and their complaints are recorded against this stage. From June 2015, education will embed the model CHP. A Head Teacher’s input session has been scheduled for February 2016 to provide feedback and further training.

92% of Integrated Children’s Services’ 44 complaints were dealt with at stage two – investigation. While this figure may appear high, these complaints often involve multiple agencies and complicated family issues. As a result it is difficult to investigate such matters satisfactorily within five working days. It is not felt that cases are being referred to investigation stage unnecessarily.

Complaints closed at stage 1



Complaints closed at stage 2



Indicator 3 – Outcome details

The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of those closed in full at each stage.

A complaint is defined as upheld when it is found to be true or confirmed. A partially upheld complaint results when there are several complaint issues raised and some, but not all, of them are upheld. Complaints are not upheld when they are found to be untrue or that the service provided was of a reasonable standard in line with typical expectations, or if a request for services was misdirected as a complaint. The Council reviews all complaints and each customer is contacted to explain whether their complaint has been upheld, partially upheld or not upheld and why.

A quarter of all complaints were partially upheld or upheld at the front line (stage one) and 33% of complaints were fully or partially upheld overall, indicating that customers are often raising genuine concerns with service provision. Environmental services had the largest proportion of upheld complaints at both stages. This is not surprising as the services they provide – e.g. housing, roads, etc. – are high volume areas and they handled the largest number of complaints. Of the 90 complaints investigated at stage two by Education and Social Care, half

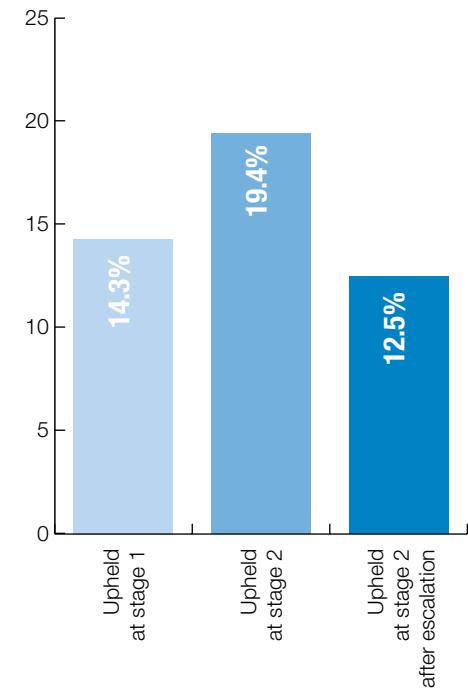
were upheld or partially upheld. These results are evidence of how well the CHP is working to bring the Council’s attention to areas of improvement. For a full breakdown of complaint details by department, please see the Appendix.

Nearly three quarters (74%) of all complaints closed at stage 1 were ‘Not Upheld’ and a large proportion of stage two complaints (60.9%) were also not upheld. Complaints may be not upheld for a variety of reasons. Examples of matters not considered under the CHP include initial reporting of faults, requests for service, and dissatisfaction with Council policy (which should be taken up with the appropriate councillor.)

Upheld complaints

Example Upheld Complaint: In April 2014, a Forres resident complained to Financial Services that their property had been designated wrongly as a three-bedroom property, resulting in additional costs being incurred. Enquiry confirmed that it was in fact a two-bedroom property. This complaint was upheld, a verbal apology was given and the additional costs were reimbursed.

Complaints upheld as a % of those closed at each stage

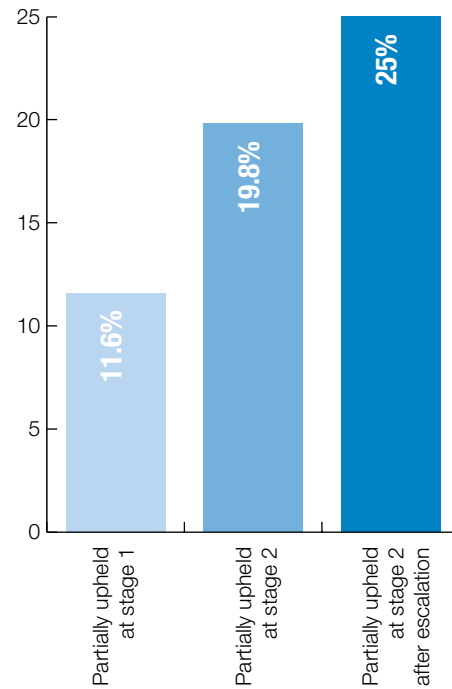


Partially upheld complaints

Example Partially Upheld Complaint:

In February 2015, a grandparent raised several complaint issues against Integrated Children's Services in relation to care of their grandchild. Investigation revealed that all care processes had been correctly followed by Social Work staff. The only aspect of the complaint that was upheld was recognition that the staff had not sent out case conference minutes to the grandparent as had been agreed. A letter of apology was sent along with the minutes. Procedures for recording and sending minutes were revised to prevent reoccurrence.

Complaints partially upheld as a % of those closed at each stage

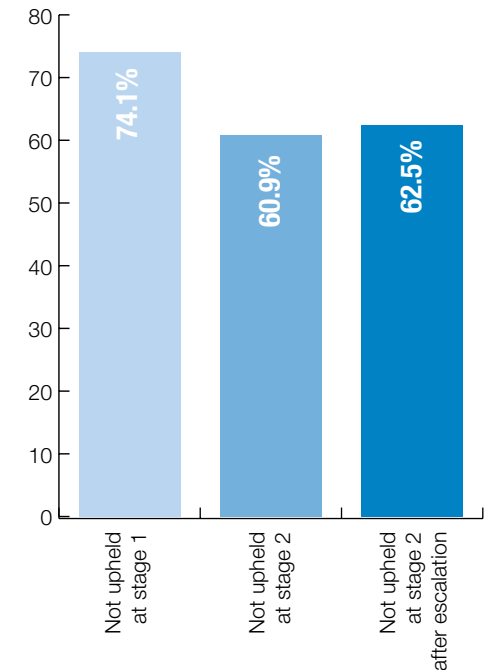


Not upheld complaints

Example Not Upheld Complaint:

In July 2014, a member of the public complained to Direct Services that they had found broken glass within safety tree bark at a children's play park. It was explained to the customer that this was a request for service and not a complaint, so the complaint was not upheld, but the incident was reported and staff from Lands and Parks were deployed to clear up the broken glass in response.

Complaints not upheld as a % of those closed at each stage



Indicator 4 – Response time

The average time in working days for a full response to complaints at each stage.

Indicator 4 represents the average time in working days to close complaints at stage one and stage two. The average number of days taken to respond to complaints is generally below the SPSO’s five and 20 day timescales. Most

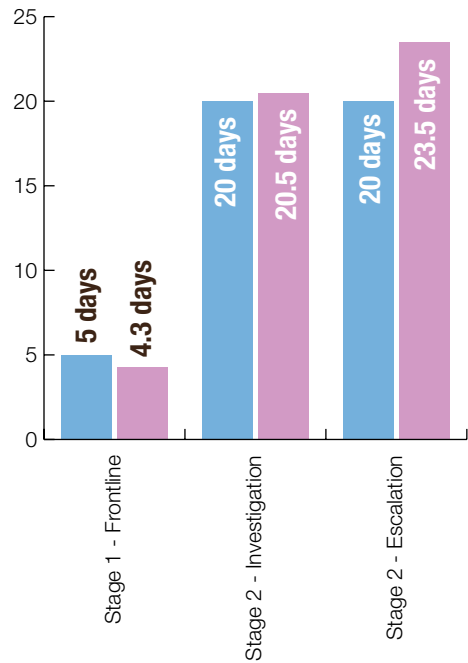
complaints are resolved within the first three days, well within the CHP’s aims. Service areas where this is not the case are those where the nature of the complaints tend to be more complex and therefore take longer to investigate and come to an agreeable resolution. School holiday periods have caused delays in some schools complaint investigations, however this has not

affected the ability of Schools and Curriculum Development to meet the guideline timescales overall.

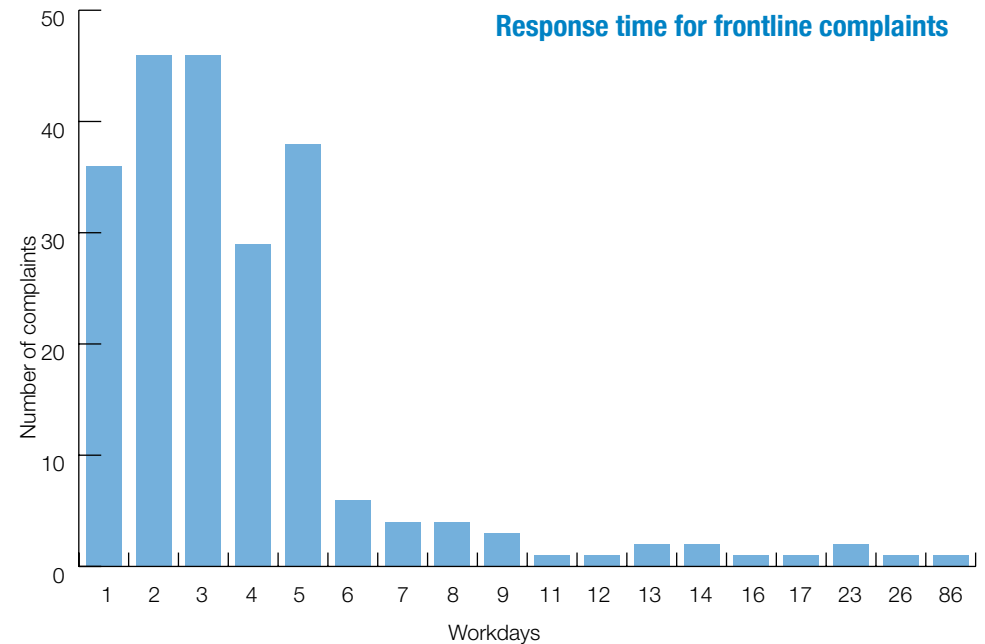
Response times in working days for frontline (stage one) and investigation (stage two) complaints are shown in these bar graphs. The graph below shows that the majority of ‘frontline resolution’ complaints are dealt with

within five working days, with a small percentage exceeding to the maximum extension period of 10 working days. The remainder that exceeded 10 days should have been closed as a stage one – front line resolution and moved to stage two – investigation. Closer monitoring and reinforcement of process stages is being used to improve on this performance.

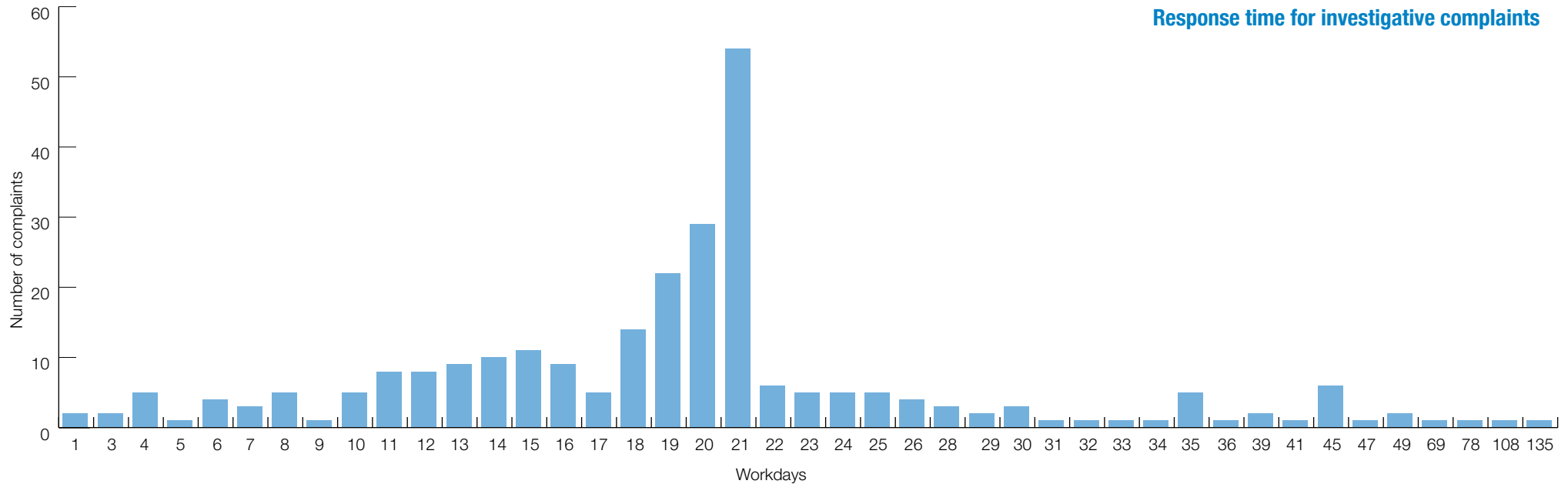
Average time in working days to respond to complaints



■ Guideline Time
■ Average time to complete



Response time for investigative complaints



The bar graph above shows that the majority of investigations are responded to within the 20 day timescale or within agreed extended periods. We are aware that this graph appears to show a spike in complaints being addressed at or immediately before the guideline deadline: however an IT system error has been responsible for a number of complaints being wrongly recorded as closed at 21 days when in fact they had been closed within the 20 day guideline period. A new IT system is proposed for introduction in 2016, which should address this. Training is ongoing to

ensure that staff are aware of the culture of addressing complaints quickly and keeping complainants updated throughout the process.

The majority of those complaints extending well beyond the 20 days relate to the more complicated investigations often associated with planning or incorporating legal service involvement. For full details of timescales by department, please see the Appendix, Tables D and E.

Indicator 5 – Closure timescales

The number and percentage of complaints at each stage which were closed in full within the set timescales of five and 20 working days.

This indicator measures the number and percentage of complaints at each stage which were closed in full within the timescales. The analysis provided for Indicator 4 is equally applicable for this indicator.

Performance Against Timescales	Total no. of complaints	No. of complaints within timescales	2014/15
Number of complaints closed at stage one within 5 working days as a %	224	195	87.1%
Number of complaints closed at stage two within 20 working days as a %	258	146	56.6%
Number of escalated complaints closed at stage two within 20 working days as a %	8	8	100%

The Council have performed well in closing the majority of frontline (87%) and stage two escalated (87%) complaints. They have performed less well in closing stage two complaints within 20 working days (57%). ICT issues and dealing with more complex education and social work complaint issues, in part, attribute to this and these incidents are driving the creation of a new framework for more effectively capturing the lessons learned from complex cases. For a full list of timescales by department, please see the Appendix, Table F.

Indicator 6 – Extensions

The number and percentage of complaints at each stage where an extension to the five or 20 working day timeline has been authorised.

This indicator provides the number and percentage of complaints at each stage where an extension to the five or 20 working day timeline has been authorised.

Number of cases where an extension is authorised	Total no. of complaints	No. of complaints with extensions	2014/15
% of complaints at stage one where the extension was authorised	224	5	2.2%
% of complaints at stage two where the extension was authorised	266	16	6.0%

The Council always aims to respond to complaints as quickly as possible. There are, however, times when a complaint is particularly complex and it is identified that a thorough investigation of the issues will require time in addition to the prescribed timescales. In these situations the Council can agree with a customer to extend the timescale for closing the complaint. A manager must always approve such an extension before it is granted.

Indicator 7 – Customer Satisfaction:

A statement to report customer satisfaction with the complaints service provided.

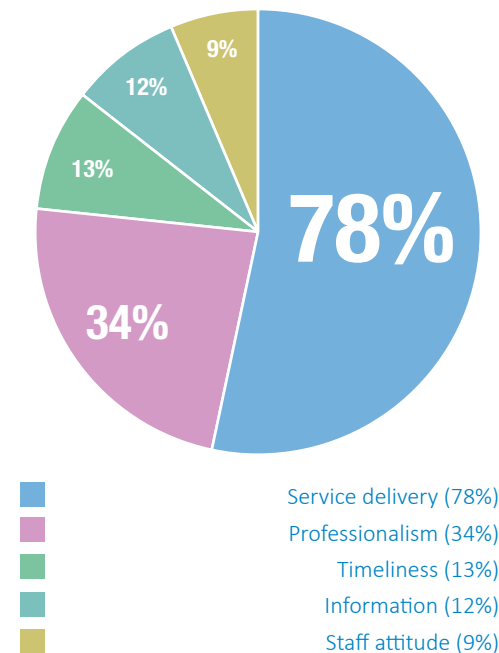
This section provides details of our first customer satisfaction survey, identifies the key drivers of customer satisfaction, and details complaint remedies offered.

Customer Satisfaction Feedback Survey

A Complaints Handling Customer Feedback Survey was carried out between August 2014 and March 2015. There were 296 surveys sent out by post or email with 59 responses received, giving a response rate of 20%. Responses to this survey were mostly negative and scored 56.3 on the Customer Satisfaction Measurement Tool (CSMT) Index. (The CSMT Index is measured out of 100 and is weighted across 5 categories: service delivery, information, timeliness, staff professionalism and staff attitude.) It is recognised that customers don't always get the outcome they seek and their continued dissatisfaction can be reflected in their survey response, even when they are being asked to comment on the complaints handling process rather than the outcome. Regardless of this, customer feedback will always be welcomed as it provides us with an opportunity to learn from and improve upon the way we deal with customers and provide services.

Over three quarters of all complaints received come under the Service Delivery category but this covers a large range of topics, whereas the remaining four categories are narrower in scope. Services that provide a regular service to the public also receive a higher proportion of complaints around Service Delivery. Service areas which deal directly with the public tend to receive more complaints about Professionalism and Staff Attitude.

Complaints by issue nature



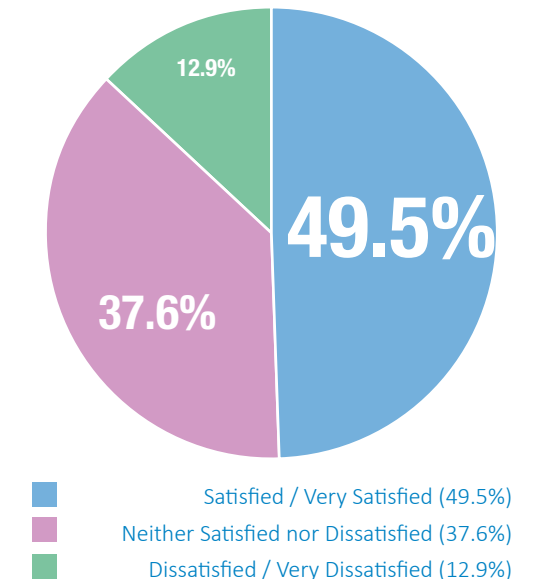
Service Delivery

Comments regarding staff were mixed, with 59% of respondents stating they were dissatisfied or very dissatisfied with how well Council staff handled their complaint. This compares with 30% who were satisfied or very satisfied. More people were dissatisfied than satisfied that they were able to speak to someone who could help them directly (50% dissatisfied compared to 38% who were satisfied.) The close correlation between these figures (59%: 50% and 30%: 38% emphasises the importance of continuing to improve our performance and achieve our aim of handling and closing the majority of complaints cases at stage one – frontline delivery: being able to speak to someone who can handle their complaint at the frontline stage appears to have an immediate impact on customer satisfaction.

Timeliness

Timeliness is an issue with the complaint process with almost half of the customers being either dissatisfied or very dissatisfied with the service. It is worth noting that complaints are often more difficult to deal with than customers appreciate and require the input of third parties, which can increase the amount of time taken to investigate the complaint fully. This can be a contributing factor to how complainants feel about the timescale of addressing their complaint.

Timeliness



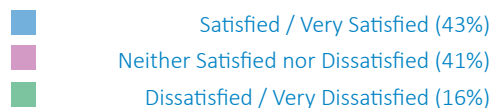
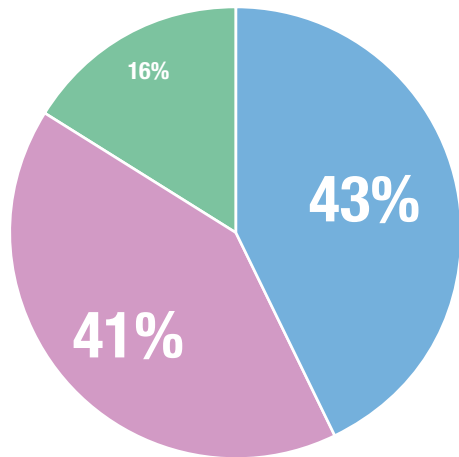
Information

Information is a key aspect of a complaint procedure. The survey results show several issues related to the information provided to customers. Many comments stated that the lack of information during the complaints process was an issue, and the method of communication used often did not meet the needs of the customers.

There was an even split in how customers felt about the clarity of our complaint handling process, with 21 being satisfied and 21 being dissatisfied.

Customers were also not entirely satisfied with the 'How to make a complaint' leaflet on the website. This feedback has led to improvements in training: staff are reminded that keeping complainants informed as to the progress of their complaint and the department that is handling it are crucial elements in the CHP and key to improving customer satisfaction.

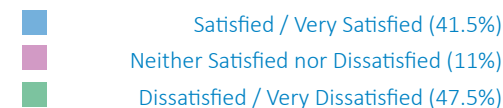
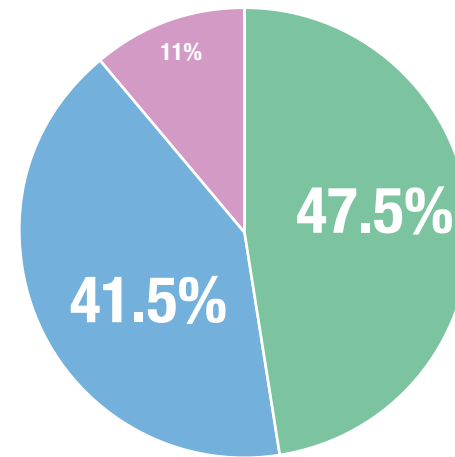
Information



Staff Attitude and Professionalism

A high number of customers stated that they did not feel that a member of staff took responsibility for their complaint. On occasions, complaints pass through several services before being dealt with and it isn't being made clear to the customer who has ownership of the complaint. This is a key point that has informed the development of the lessons learned framework.

Staff attitude and professionalism



Indicator 8 – Lessons learned

A statement outlining changes or improvements to services or procedures as a result of the consideration of complaints.

The Council has a clear commitment to listen to our customers and act on their feedback. Learning from complaints is a continuous process that helps the Council to resolve common issues and further improve the services that are provided. The Council is continually working on learning from complaints and implementing changes to working practices as a direct result of investigating complaints.

The Council records some service improvements within the Complaints Management System; however other service improvements, such as those associated to Education, are also recorded on a separate system. The framework for lessons learned from complaints handled through the CHP is detailed in section 4.

Learning Outcomes

Managers review complaints that are upheld or partially upheld to determine if change or improvement would prevent re-occurrence. When a complaint is upheld or partly upheld, the remedies offered will generally fall into one or more of the following four categories:

- **Redress** – Putting things right where they have gone wrong, admitting where mistakes have been made.
- **Reimbursement** – Covering vouched actual costs incurred as a direct result of mistakes made by the Council.
- **Reinforcement** – Recognising that a correct Council policy/procedure has not been followed or we have fallen short of what could be expected. Training and instructing staff to prevent re-occurrence.
- **Revision** – Reviewing current practice to amend and improve working practices.

The following is a summary of some of the service improvements arising from complaints that were upheld or partially upheld in 2014-15:

Department	You said...	We listened and took the following action...
Chief Executive	That you had been served with planning enforcement notices without prior consultation.	We apologised, accepting that it would have been good practice to write to advise that the Council intended to pursue formal enforcement action. In revision, we reminded our staff of the importance of keeping all relevant parties informed.
Financial Services	That your house was wrongly designated as a three bedroom house when in fact it was a two bedroomed house.	We apologised and confirmed our error. We held a staff meeting reinforcing the need to ensure the accuracy of inputting data.
Legal & Democratic Services	That your Social Work Complaints Review Committee meeting wasn't independent, objective and fair. You felt that there were errors in administration and the Chair was unfamiliar with meeting procedures.	We reviewed our processes and introduced a training plan. All staff members involved in the Committee process will now be trained and made aware of revised processes and procedures.
Development Services	That we didn't follow our process for planning approval for a neighbouring property.	We apologised for errors made and reviewed our Non-Material Variation procedure as part of the approval process.
Direct Services	That the safety of a school pupil was being put at risk due to the dangerous rural nature of the pupil's route to the school pick-up point.	We reviewed the route with the complainer who kindly agreed to allow us to use his land for a new bus turning area and safer pick-up point.
Housing and Property	That there was a six-week wait to complete the installation of a shower.	An apology was given for lack of communication between different services. A senior manager spoke to relevant supervisors concerned to ensure that future works are co-ordinated in a better manner to minimise disruption and delays to tenants.
Community Care	That those attending the Phoenix Centre were unhappy that they had higher costs than other day activity services.	Following a review, we apologised and reduced our Phoenix Centre costs.
Integrated Children's Services	That recorded minutes of a case conference hadn't been received.	We apologised, reviewed procedures and introduced a new process for the issuing of recorded minutes.
Schools and Curriculum Development	That following a temporary pupil exclusion for bullying, a Head Teacher delayed contacting their parent for a couple of days.	We apologised and reviewed the implementation of our absence management procedure, as this would have highlighted the pupil's continued absence.

Following feedback from customers, it was noted in the 2013-14 Complaints Handling Annual Report that Community Wardens would now show their identification card to all new customers as a matter of course. Development Services can report that there have been no complaints in the 2014-15 year regarding this issue – an example of a simple, effective solution that our customers identified that exemplifies our commitment to the continuous improvement cycle.

In addition, the Council also implemented a number of training opportunities for our staff, including the development of a staff user guide in how to record complaints on the Complaints Management System, the provision of e-learning to staff on the model CHP, and SPSO staff delivered classroom training to Council staff dealing with the majority of their service complaint investigations.

To ensure that we are getting feedback from as many channels as possible, we are examining how we collect it and ways in which we could broaden the scope. For example, all of the responses to the 2014-15 Customer Satisfaction Survey were received by post and

represent only a 20% response rate to the survey. We would like to increase the rate of response, and in order to do so we are looking at digital options. We have created an online version of the survey and commenced using it in October 2015. We will compare the rates of response between the online and paper surveys to see if use of digital resources helps improve our feedback rate.

Scottish Public Services Ombudsman/ Benchmarking

The SPSO 2014-15 Annual Report is due for completion in October 2015. Complaints benchmarking with other authorities is not currently taking place and meetings have been held with the Local Authority Complaint Handlers Network (LACHN) and the Improvement Service to address this. Our complaints data for 2013-14 was submitted to these organisations in order to assist in the development of a benchmarking process, and our 2014-15 complaints data will be submitted in October 2015 to the LACHN for the same purpose.

It has been established through LACHN meetings that there is some discrepancy on how the performance indicators are calculated and how the model complaints handling procedure is being implemented across the 32 local authorities in Scotland. Work is ongoing to identify these discrepancies and develop guidelines for the performance indicators, initially using the Local Government Benchmarking Framework family groupings. We are awaiting the SPSO's best practice guidance.

Summary

The Council is committed to customer service and values feedback from our service users. Customer views and experiences are important to us as they help us to understand what we do well and identify where we need to improve. We want our customers to feel that their feedback is valued, that we will listen and take action on lessons learned in order to improve service provision. Utilising the CHP and creating a robust framework to learn from complaints to improve services will increase customer confidence in our service provision. We aim to see an initial increase in complaints over the coming year, which will tell us that our system is working and that our customers have confidence in our ability to address the concerns they raise with us, followed by a downward trend.

As a result of the feedback gained from the model CHP, areas of effective complaints handling have been revealed and areas where improvements have been highlighted will be the focus of a new lessons learned framework. The importance of dealing with complaints quickly, keeping complainants informed and advising complainants what to do if they remain dissatisfied continues to be emphasised to staff through training, guidance on the intranet, reminder messaging, and presentations.

The results of the complaints survey were largely negative, however satisfaction with the complaints handling process as a whole appears to be influenced by how satisfied the customer was with the outcome of their complaint. A greater number of survey responses would make it a more effective learning tool, hence investigation into developing online survey capture methods. To gain further insight into how effectively customers feel that we handled their complaints, the complaints survey will be run again in 2015-16 with the addition of an easy-to-use online option to encourage greater participation. The results will be analysed against this year's to assess areas where improvement took place and identify those requiring ongoing development.

Appendix

Please note that due to rounding, some totals may add up to slightly more or less than 100%.

Table A: Indicator 2 – Complaints closed at stage one and stage two as a percentage of all complaints closed.

Indicator 2 by service – Complaints closed at stage one and stage two as a percentage of all complaints closed.	Stage 1 – Frontline resolution	Stage 2 – Investigation	Stage 2 – Escalated Investigation	Total
All Council	224 (46%)	258 (53%)	8 (1%)	490
Chief Executive’s Office	3 (25%)	9 (75%)	0 (0%)	12
Chief Executive’s Section	0 (0%)	3 (100%)	0 (0%)	3
Corporate Policy Unit	2 (67%)	1 (33%)	0 (0%)	3
Community, Planning & Development	1 (17%)	5 (83%)	0 (0%)	6
Corporate Services	26 (76%)	8 (24%)	0 (0%)	34
Financial Services	22 (85%)	4 (15%)	0 (0%)	26
Legal and Democratic Services	4 (50%)	4 (50%)	0 (0%)	8
Environmental Services	182 (53%)	153 (45%)	6(2%)	341
Development Services	27 (54%)	23 (46%)	0 (0%)	50
Direct Services	124 (89%)	9(6%)	6(4%)	139
Housing and Property	31 (20%)	121 (80%)	0 (0%)	152
Education and Social Care	13 (13%)	88 (85%)	2(2%)	103
Community Care	4 (19%)	17 (81%)	0 (0%)	21
Integrated Children’s Services	1(3%)	33 (92%)	2(6%)	36
Lifelong Learning, Culture and Sport	1 (50%)	1 (50%)	0 (0%)	2
Schools and Curriculum Development	7 (16%)	37 (84%)	0 (0%)	44

Table B: Indicator 3 by service – The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints closed in full at stage 1.

Indicator 3 by service – The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints closed in full at stage 1	Upheld	Partially Upheld	Not Upheld	Total
All Council	32 (14%)	26 (12%)	166 (74%)	224
Chief Executive's Office	0 (0%)	0 (0%)	3 (100%)	3
Chief Executive's Section	0 (0%)	0 (0%)	0 (0%)	0
Corporate Policy Unit	0 (0%)	0 (0%)	2 (100%)	2
Community, Planning & Development	0 (0%)	0 (0%)	1 (100%)	1
Corporate Services	9 (35%)	3 (12%)	14 (54%)	26
Financial Services	9 (41%)	2 (9%)	11 (50%)	22
Legal and Democratic Services	0 (0%)	1 (25%)	3 (75%)	4
Environmental Services	20 (11%)	22 (12%)	140 (77%)	182
Development Services	3 (11%)	8 (30%)	16 (59%)	27
Direct Services	10 (8%)	10 (8%)	104 (84%)	124
Housing and Property	7 (23%)	4 (13%)	20 (65%)	31
Education and Social Care	3 (23%)	1 (8%)	9 (69%)	13
Community Care	2 (50%)	1 (25%)	1 (25%)	4
Integrated Children's Services	0 (0%)	0 (0%)	1 (100%)	1
Lifelong Learning, Culture and Sport	0 (0%)	0 (0%)	1 (100%)	1
Schools and Curriculum Development	1 (14%)	0 (0%)	6 (86%)	7

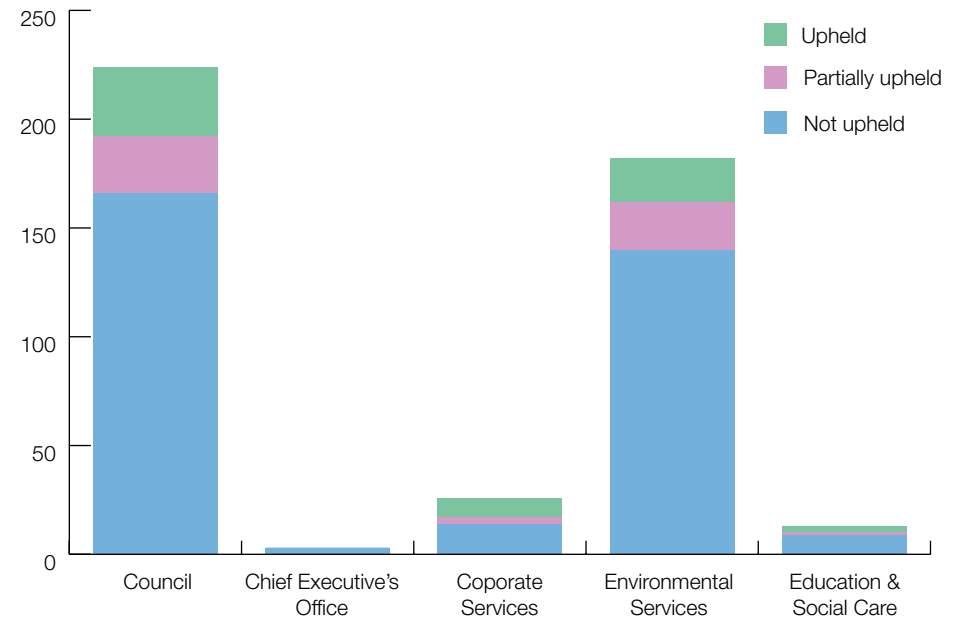


Table C: Indicator 3 by service – The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints closed in full at stage 2 (including escalated complaints.)

Indicator 3 by service – The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints closed in full at stage 2 (including escalated complaints)	Upheld	Partially Upheld	Not Upheld	Total
All Council	51	53	162	266
Chief Executive's Office	1 (11%)	1 (11%)	7 (78%)	9 (3%)
Chief Executive's Section	0 (0%)	1 (33%)	2 (67%)	3
Corporate Policy Unit	1 (100%)	0 (0%)	0 (0%)	1
Community, Planning & Development	0 (0%)	0 (0%)	5 (100%)	5
Corporate Services	1 (13%)	3 (38%)	4 (50%)	8 (3%)
Financial Services	1 (25%)	1 (25%)	2 (50%)	4
Legal and Democratic Services	0 (0%)	2 (50%)	2 (50%)	4
Environmental Services	30 (19%)	21 (13%)	108 (68%)	159 (60%)
Development Services	0 (0%)	5 (22%)	18 (78%)	23
Direct Services	1 (7%)	1 (7%)	13 (86%)	15
Housing and Property	29 (24%)	15 (12%)	77 (64%)	121
Education and Social Care	19 (21%)	28 (31%)	43 (48%)	90 (34%)
Community Care	6 (35%)	2 (12%)	9 (53%)	17
Integrated Children's Services	6 (17%)	9 (26%)	20 (57%)	35
Lifelong Learning, Culture and Sport	0 (0%)	0 (0%)	1 (100%)	1
Schools and Curriculum Development	7 (19%)	17 (46%)	13 (35%)	37

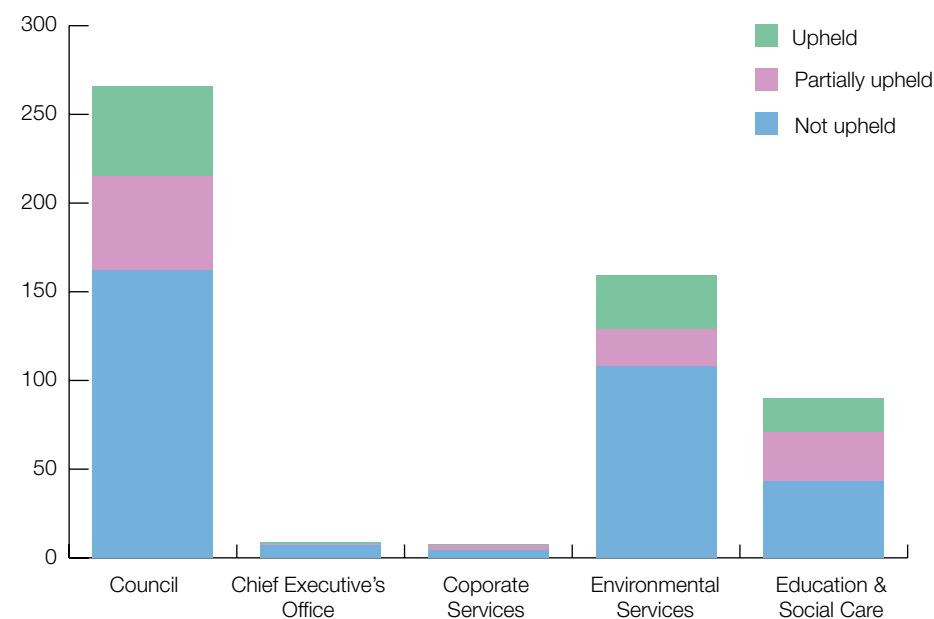


Table D: Indicator 4 by service – The average time in working days for a full response to complaints at each stage.

Indicator 4 by service – The average time in working days for a full response to complaints at each stage.	Stage 1 – Frontline Resolution	Stage 2 - Investigation	Stage 2 - Escalated Investigation
Target timescales (number of days)	5	20	20
All Council	4.3	20.5	23.5
Chief Executive's Office	2.0	25.3	n/a
Chief Executive's Section	n/a	24.7	n/a
Corporate Policy Unit	2.0	49.0	n/a
Community, Planning & Development	2.0	21.0	n/a
Corporate Services	3.5	30.0	n/a
Financial Services	3.5	15.5	n/a
Legal and Democratic Services	3.5	44.5	n/a
Environmental Services	4.4	19.4	16.2
Development Services	4.3	18.2	n/a
Direct Services	4.9	29.1	16.2
Housing and Property	2.7	19.0	n/a
Education and Social Care	4.5	21.1	45.5
Community Care	8.5	16.9	n/a
Integrated Children's Services	7.0	24.6	45.5
Lifelong Learning, Culture and Sport	1.0	23.0	n/a
Schools and Curriculum Development	2.4	19.7	n/a

Table E: Average time in working days to respond to complaints at each stage.

2014/15	No. of complaints	Total time (workdays)	Average time (workdays)
Average time in working days to respond to complaints at stage one	224	963	4.3
Average time in working days to respond to complaints at stage two	258	5301	20.5
Average time in working days to respond to complaints after escalation	8	188	23.5

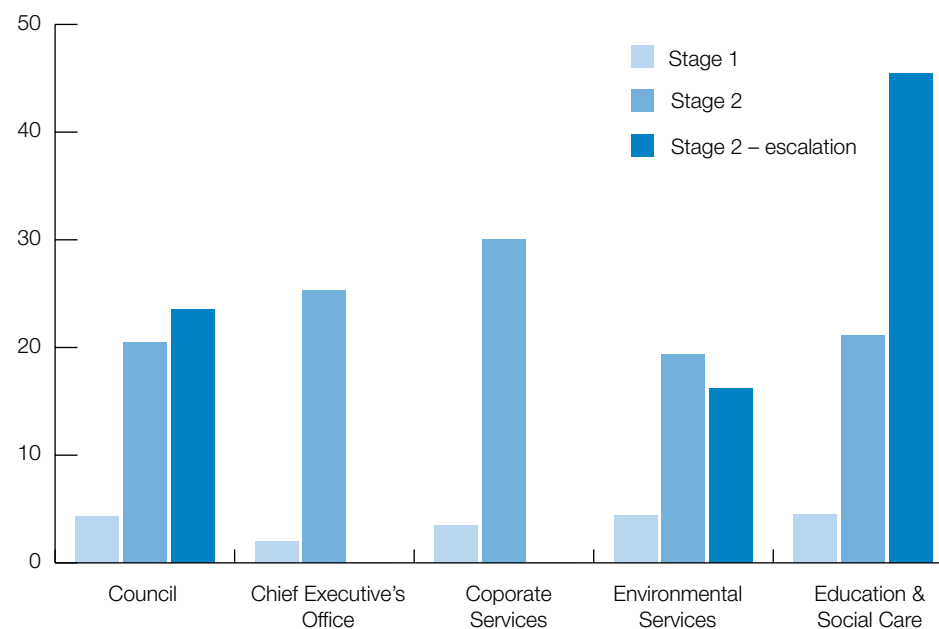


Table F: Indicator 5 by service – The number and percentage of complaints at each stage which were closed in full within the set timescales of five and 20 working days.

Indicator 5 by service – The number and percentage of complaints at each stage which were closed in full within the set timescales of five and 20 working days. (Refer to Table A for totals.)	Stage 1 – Frontline Resolution	Stage 2 - Investigation	Stage 2 - Escalated Investigation
Target timescales (number of days)	5	20	20
All Council	195 (87%)	146 (57%)	8 (88%)

Chief Executive's Office	3 (100%)	2 (22%)	0 (n/a)
Chief Executive's Section	0 (n/a)	1 (33%)	0 (n/a)
Corporate Policy Unit	2 (100%)	1 (20%)	0 (n/a)
Community, Planning & Development	1 (100%)	1 (20%)	0 (n/a)

Corporate Services	24 (92%)	6 (75%)	0 (n/a)
Financial Services	20 (91%)	3 (75%)	0 (n/a)
Legal and Democratic Services	4 (100%)	3 (75%)	0 (n/a)

Environmental Services	158 (87%)	86 (56%)	6 (100%)
Development Services	23 (85%)	17 (74%)	0 (n/a)
Direct Services	104 (84%)	3 (33%)	6 (100%)
Housing and Property	31 (100%)	66 (55%)	0 (n/a)

Education and Social Care	10 (77%)	52 (59%)	1 (50%)
Community Care	2 (50%)	12 (71%)	0 (n/a)
Integrated Children's Services	0 (0%)	14 (42%)	1 (50%)
Lifelong Learning, Culture and Sport	1 (100%)	0 (0%)	0 (n/a)
Schools and Curriculum Development	7 (100%)	26 (70%)	0 (n/a)

Figures for departments that have dealt with a small number of complaints can appear excessive, such as Legal and Democratic Services.

Table G: Customer Satisfaction Feedback Survey

Service Delivery Questions	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
How satisfied or dissatisfied were you that The Moray Council handled your complaint in line with the council's Complaint Handling Procedure?	5 (10%)	10 (20%)	6 (12%)	7 (14%)	23 (45%)
How satisfied were you with the way this problem was handled?	0 (0%)	1 (3%)	0 (0%)	10 (29%)	24 (69%)
Being able to deal directly with someone who could help you	8 (15%)	12 (23%)	6 (12%)	6 (12%)	20 (38%)
In the response to your complaint (i.e. clear, concise, accurate)	5 (10%)	11 (22%)	6 (12%)	8 (16%)	21 (42%)
The final response to your complaint	6 (13%)	9 (19%)	2 (4%)	4 (9%)	27 (56%)
The overall service that you received in relation to how your complaint was handled	6 (12%)	10 (20%)	4 (8%)	7 (14%)	24 (47%)
The response to your complaint covered all the aspects you raised	3 (6%)	12 (24%)	4 (8%)	8 (16%)	24 (47%)

Timeliness Questions	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Time taken for someone to contact you about your complaint	9 (17%)	15 (29%)	3 (6%)	9 (17%)	16 (31%)
The time taken to deal with the complaint from start to finish	4 (8%)	10 (20%)	10 (20%)	3 (6%)	22 (45%)

Information Questions	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Complaint was dealt with using communication methods that met your needs (i.e. email, telephone, letter, etc.)	11 (22%)	13 (26%)	6 (12%)	6 (12%)	15 (29%)
The Moray Council complaints handling process is easy to follow.	6 (12%)	15 (31%)	9 (18%)	5 (10%)	14 (29%)
On how to make a complaint (e.g. our complaints procedure leaflet or the information on our website.)	3 (7%)	13 (32%)	7 (17%)	6 (15%)	12 (29%)

Professionalism and Staff Attitude Questions	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Someone took responsibility for dealing with your complaint	10 (19%)	11 (21%)	7 (13%)	5 (10%)	19 (37%)
How well the complaints handling staff did their jobs	7 (15%)	13 (28%)	4 (9%)	4 (9%)	19 (40%)

Key Drivers of Customer Satisfaction

A report by MORI Social Research Institute in 2004 identified the five ‘key drivers of customer satisfaction’ as: service delivery, timeliness, information, professionalism and staff attitude. Complaints will often relate to a failure to meet one or more of the above customer expectations. The tables below show which categories the complaints received in 2014-15 relate to and because some fall in more than one category the total is greater than the number of complaints. The percentages are the complaints in a category out of the total number of complaints.

Table H: Percentage of complaints by department

Complaints by department

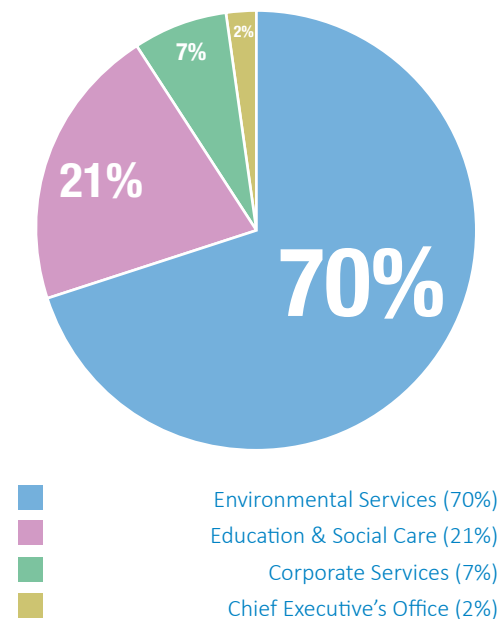


Table I: Percentage of complaints by area across the Council

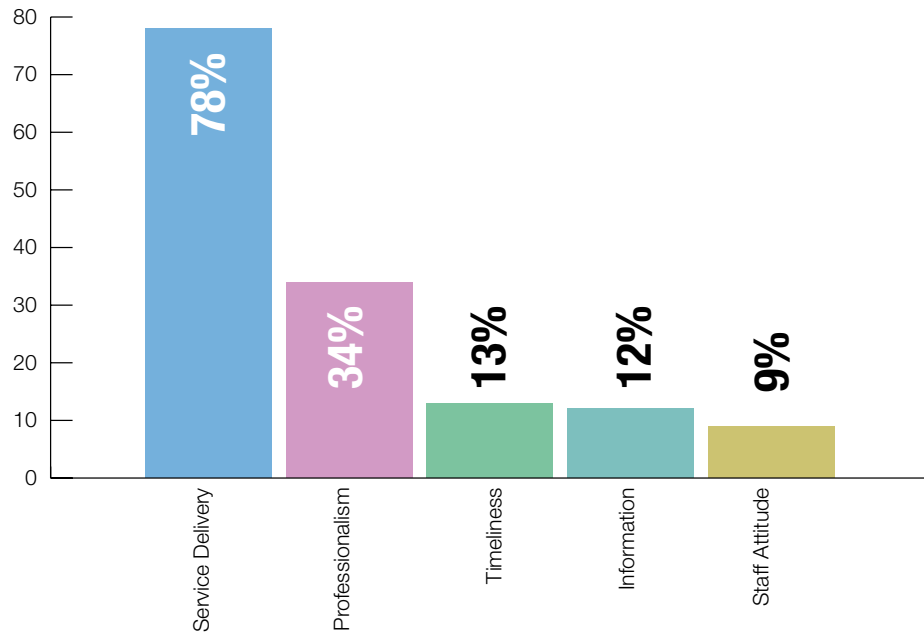
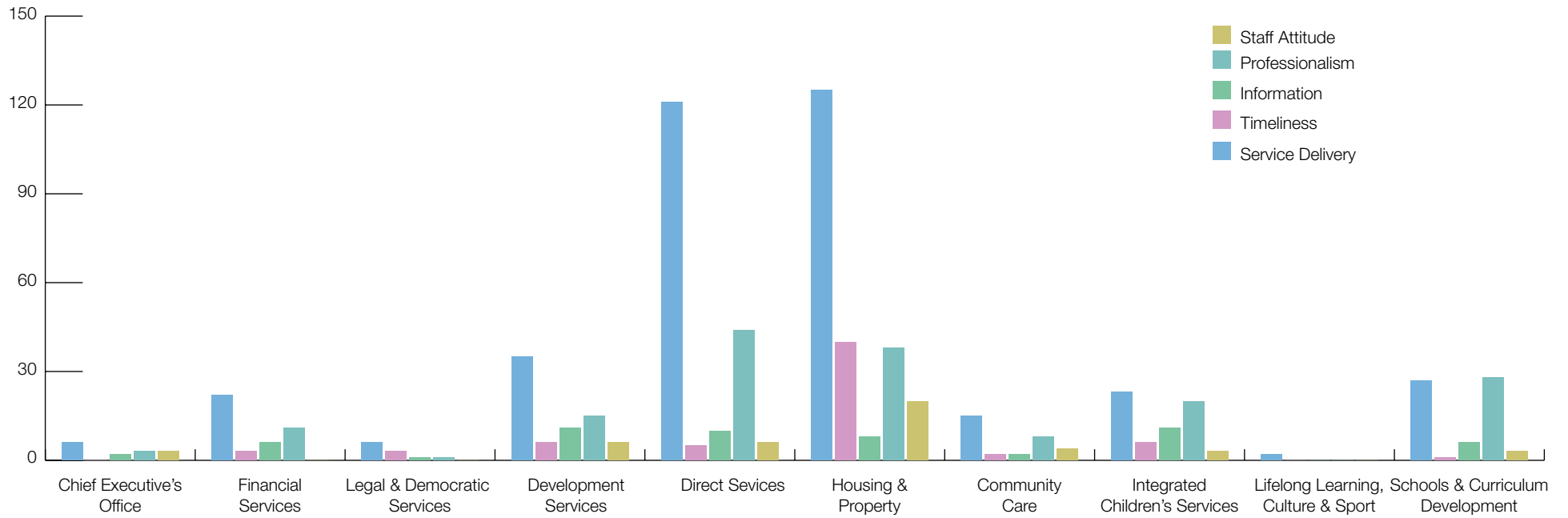
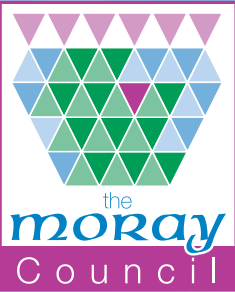


Table J: Number of complaints by issue nature





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