

Complaints Handling Annual Report



2017/18

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1. 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 serves three purposes: to comply with a national requirement to report against a suite of eight Scottish Public Service Ombudsman (SPSO) Performance Indicators (PIs); internally to inform management to help us learn from complaints and improve services; and externally to provide information and feedback to the public who engaged with us during the complaints process.

In this report you will find details of how we have performed in dealing with complaints, the outcomes of some 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 including authorised extensions. We take our commitment to the SPSO framework seriously and I am confident that our customer care will continue to improve as a result of complaints we receive.

Roddy Burns
Chief Executive

2. Introduction

- 2.1 This Complaints Handling Annual Report summarises the council's performance handling customer complaints received between 1 April 2017 and 31 March 2018.
- 2.2 The 2017-2018 reporting period provides the fifth full year of data under the new model Complaints Handling Procedure. This annual report is presented in accordance with the National Performance Framework, which was published in August 2013. The Complaints Standard Authority developed a suite of eight performance indicators in association with the Local Authority Complaint Handlers Network on which we are represented. These indicators are a valuable source of information about council services as this helps to identify recurring or underlying problems, derive learning from complaints and highlight potential areas for improvement.
- 2.3 The council always aims to provide the highest possible quality of service to our community, but we recognise that there are times when we get things wrong and we fail to meet expectations. The council welcomes feedback as 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 means of communication and are encouraged.

We regard a complaint as any expression of dissatisfaction, by one or more members of the public, about our action or lack of action, or about the standard of service provided by us or on our behalf.

- 2.4 Our complaints procedure has two stages:
- **Stage one** – 'frontline resolution': we will always try to resolve complaints quickly, within five working days, and in exceptional circumstances extend for a further five days.
 - **Stage two** – 'investigation': if customers remain dissatisfied with our stage one response, they can escalate their complaint to stage two. Complaints that are complex or need detailed investigation from the outset can be looked at immediately at stage two. These complaints will be acknowledged within three working days and a written response provided within twenty working days; this can be extended in exceptional circumstances.
- 2.5 Following completion of our complaints process, if a customer remains dissatisfied, they can ask the SPSO to consider their complaint further and we advise them of this entitlement.
- 2.6 In support of the Complaints Handling Procedure, the council has a Complaints Management System enabling us to record, track and report on complaints information across all services. Within this system, we record how we have dealt with and responded to complaints.
- 2.7 Monitoring complaints information, the preparation and publication of quarterly reports and 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').
- 2.8 The Performance Indicators covered in this report 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.
- 2.9 The complaints performance data in this report will also inform our Annual Public Performance Report summarising our performance against the Statutory Performance Indicators.
- 2.10 Compliance with the Complaints Handling Procedure is monitored by Audit Scotland in conjunction with the SPSO and in line with the principles of the Best Value Shared Risk Assessment arrangements.

2.11 A new two stage statutory social work complaints process was introduced on 1 April 2017 and social work complaints administered under the new process have been included in this annual report.

3 Executive Summary

- 3.1** This report is written against the backdrop of significant public sector financial constraints that have required Moray Council to implement budget savings measures that have impacted on some Service areas. Within this context it may not be surprising to note that the number of complaints received and dealt with is the highest in recent years. In addition, this is the first full year since social work complaints started to be reported as part of the Moray Council Complaints Handling Procedure.
- 3.2** After a declining rate of complaints received over the previous three years, this year the rate has reversed the recent trend and has risen to 5.75 per 1,000 population versus 4.31 in 2016-17, and closer to the rate of 5.42 recorded in 2014-15. The rate across Scotland in 2017-18 was 8.3 per 1,000 population.
- 3.3** This year the feedback received through the complaints survey was more critical in nature than in previous years with higher levels of dissatisfaction expressed in a high percentage of the survey responses.
- 3.4** The improvements made in complaints performance in relation to stage one complaints in previous years have not been maintained:
- complaints received being closed off at stage one
66% in 2017-18 compared with 71.5% in 2016-17, but still maintaining an improvement over 45.7% in 2014-15.
 - stage one complaints being upheld
26% in 2017-18 compared with 40% in 2016-17, but still higher than 14% in 2014-15.
 - stage one complaints closed off within the five working day target
78% in 2017-18 compared with 93% in 2016-17 and 87% in 2014-15

Areas of Good Performance

- 3.5** This shows that we are still dealing with complaints at the point closest to service delivery in most cases. However, it also may be an indicator of increasing workload, with fewer staff to respond to a growing number of complaints and suggests that it will not be easy to maintain the culture that has gradually been built up in recent years where staff showed greater confidence in acknowledging mistakes and a willingness to share lessons learned.
- 3.6** We now provide quarterly data to the Local Authority Complaint Handlers Network along with 30 other councils (one council did not submit data) for benchmarking purposes. Each council has varying methods of recording complaints preventing meaningful comparison. The network is working to improve this.
- 3.7** Education and Social Care services resolve most of their complaints through stage two indicating that it is still likely that there has been under recording of minor complaint issues. This has therefore impacted upon school, social care and overall figures. Guidance and specific training sessions will also be provided for school and social care staff in order to raise awareness and increase their recording of minor complaints.
- 3.8** We identified that some complaints reported via an MP/MSP were being incorrectly recorded and dealt with as routine enquiries. We raised this issue through the quarterly Complaints Administration Group meetings and with relevant Heads of Service. The complaints officer now assesses all MP/MSP enquiries to ensure that those issues identified as meeting the definition of a complaint are dealt with through the complaints process.

3.9 Last year we also aimed to reduce the number of complaints upheld against our policies and procedures; we stated that we would do this by using the learning and improvement framework which was circulated to management through the Complaints Admin Group. This will continue to be our aim for the coming year. Social work staff devised and used several investigation tool templates in their complaint investigations. As a result, only minimal staff time was taken to respond to a specific SPSO social work complaint enquiry.

Areas requiring improvement

- 3.10** Performance in resolving stage two complaints within the 20-working day timescale is an area for improvement. This year, 67% were completed on time meaning that almost a third of all stage two complaints were responded to out with the timescale. While this is an improvement on the 61% recorded in 2016-17, and over twice the proportion (29%) in 2015-16 it is still below the required level. Further, of those being closed off beyond 20 working days, this year only 16% had an approved extension, down from 27% in 2016-17.
- 3.11** Gaining approval to extend our response time beyond the five and twenty working day timescales also continues to be an area where improvement is needed. 11% of all overdue complaints received an authorised extension, a decrease in performance compared to less than a quarter last year. This indicates scope for improvement in this area and there will be a focus on this in the year ahead.
- 3.12** Complaint deadlines will be monitored weekly by the complaints officer; respective department complaint administrators and Heads of Service are made aware of non-adherence to time limits and advised to close, escalate from stage one to stage two, or apply an authorised extension.
- 3.13** When complaints are concluded as upheld, partially upheld or not upheld the learning from complaints should be completed within the complaints database. For the year ahead the Complaints Officer and complaint administrators will monitor the database to ensure that the learning and improvement section is being completed.
- 3.14** A small percentage of complaints are received through MP/MSP correspondence. Over the past year these have been monitored by the Complaints Officer to ensure complaints are dealt with in line with the complaints process and other MP/MSP correspondence is treated through a separate enquiry process.

4 Complaints Performance Indicators

The aim of the model Complaints Handling Procedure is for as many complaints as possible to be resolved at the frontline (i.e. at stage one) with as few as possible requiring progression to investigation (i.e. stage two) in order to improve both the customer's experience and the council's service provision.

The SPSO Performance Indicators provide the minimum requirement for a local authority to self-assess, report on performance and to undertake benchmarking activities. These indicators are:

- Indicator 1 – complaints received per 1,000 of population
- Indicator 2 – closed complaints
- Indicator 3 – complaints upheld, partially upheld and not upheld
- Indicator 4 – average times
- Indicator 5 – performance against timescales
- Indicator 6 – number of cases where an extension is authorised
- Indicator 7 – customer satisfaction
- Indicator 8 – learning from complaints

A breakdown of 2017-18 figures for relevant indicators will be explained in this section together with 2016-17 figures and some 2015-16 to allow for benchmark comparisons. A breakdown of indicator figures for services is included as an appendix.

4.1 Indicator 1

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.

Table 1: Number of complaints received by Moray Council (per 1,000 population)

Complaints received by Moray Council	2016-17	2017-18
Total number of received	414	551
Population (mid-year population estimate)	96,070	95,780
Number of complaints per 1,000 population	4.31	5.75

*Some of the complaints dealt with during the period relate to complaints raised before April 2017, and some raised in March 2018 would be unresolved before the end of March 2017. So, there will not be a direct correlation between numbers received and numbers responded to.

Compared to the 2016-17 figures, there has been an increase of 33% (137) in the number of complaints received. Consequently, the number of complaints per 1,000 population has increased by 33.5% compared to 2016-17 (Table 1).¹

There is no particular explanation for the increase beyond most complaints continue to be received by the services that have the most direct contact with Moray residents such as Environmental Services (77%), which includes services such as Housing and Property Services and Direct Services, all of which have shown an increase since 2016-17. HPS and DS are part of ES so this needs reviewed as suggests three distinct services.

Monitoring by the complaints officer, together with awareness training provides an assurance against under recording of complaints. It is important to recognise that complaints impact on both

¹ It is worth noting that MSP and MP enquiries are logged on the same database as complaints. Previously figures taken from the system for this report filtered out all MSP and MP enquiries – even though some were clearly complaint matters. This has now been rectified and this report includes all complaints, including those that have been submitted through an MSP or MP.

staff performance and morale, particularly where investigations are linked to complaints against staff.

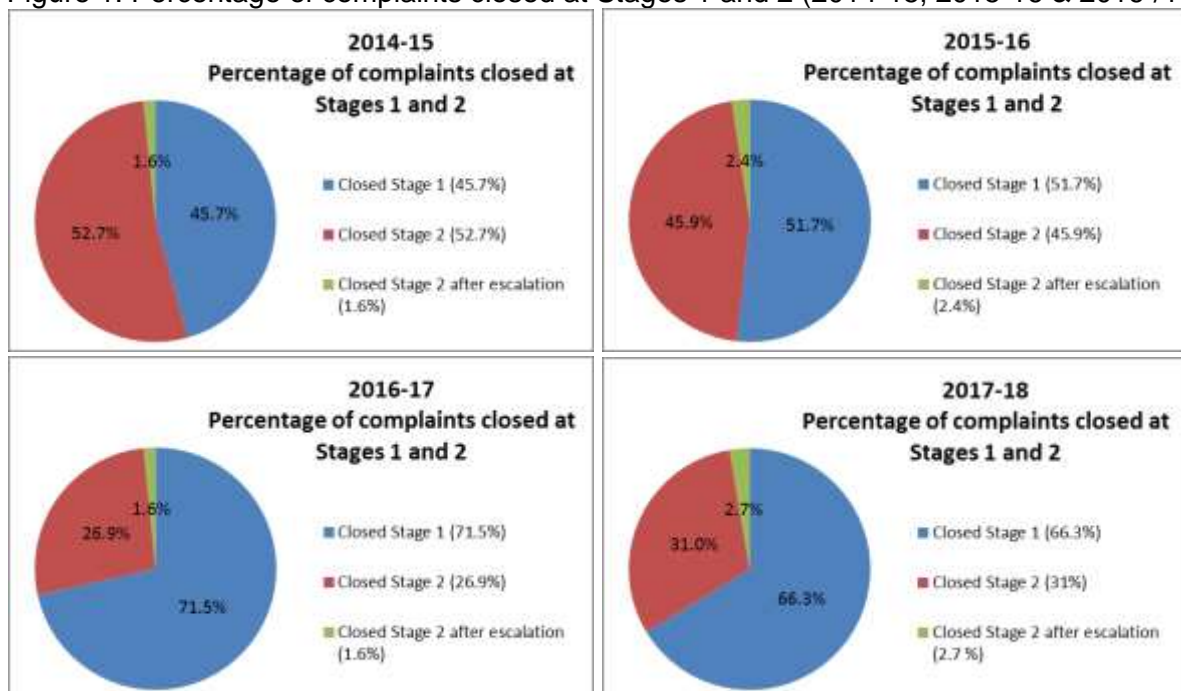
4.2 Indicator 2

The number of complaints closed at stage one and stage two as a percentage of the 520 closed complaints (note that there were 551 complaints received with 31 not closed during the reporting period). 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.

This indicator will report:

- the number of complaints closed at stage one as % of all complaints
- the number of complaints closed at stage two as % of all complaints
- the number of complaints closed at stage two after escalation as % of all complaints

Figure 1: Percentage of complaints closed at Stages 1 and 2 (2014-15, 2015-16 & 2016-17)



During 2017-18 66% of complaints were dealt with at frontline resolution stage compared to one-third dealt with at the investigation stage. Although a reduction from the 72% dealt with at frontline in 2016-17, the proportion is an increase of 15% from 2015-16 and over 20% more than in 2014-15 when fewer than half of all complaints were resolved at this stage (45.7%).

It is heartening to see that most complaints are dealt with at frontline, as suggested by the SPSO’s guidance on the Complaints Handling Procedure to “take every opportunity to resolve service users’ complaints at the first point of contact if at all possible.” Continued emphasis is placed on highlighting the complaints model to individual services at the quarterly Complaints Administration Group meetings and providing complaints handling inputs to department staff, including the sharing of best practice to improve effectiveness.

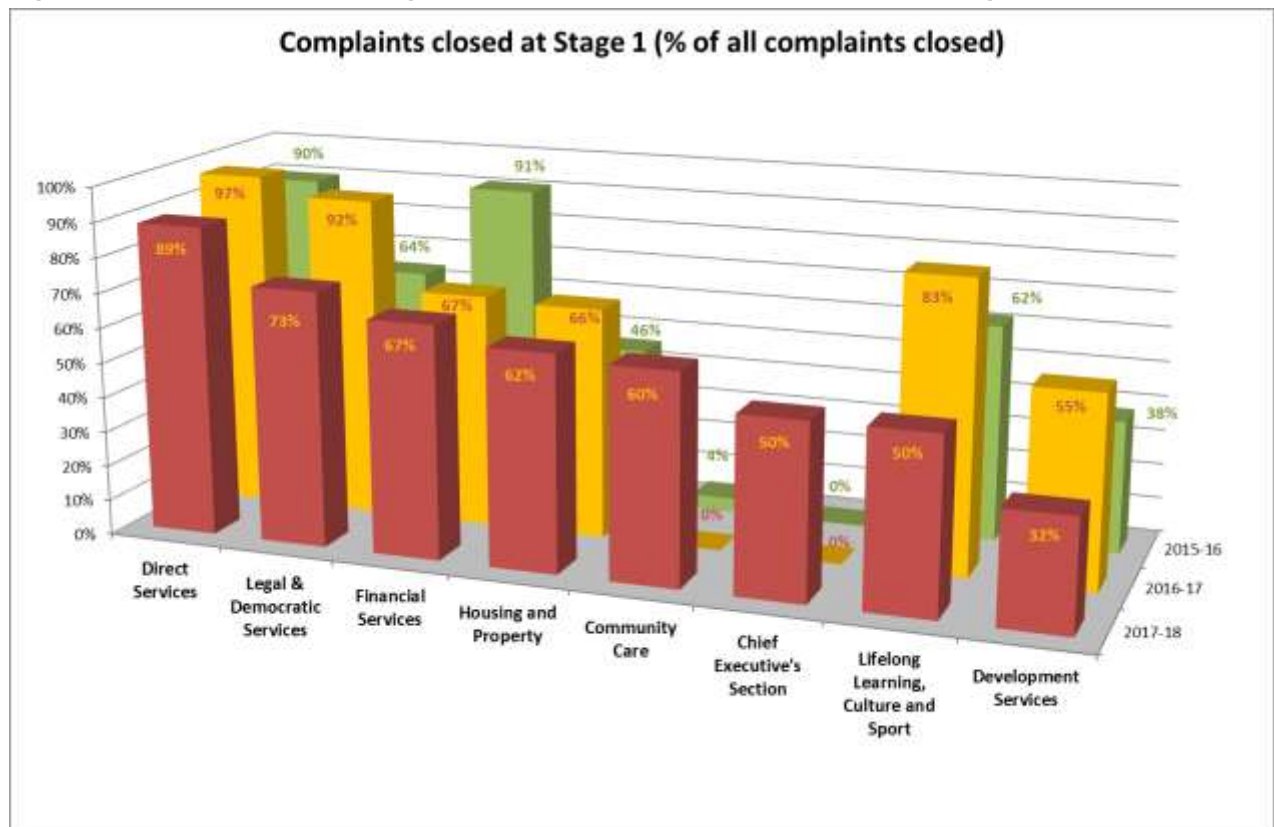
As in previous reporting periods Environmental Services received most complaints – 404 (77%). This is to be expected as they are responsible for service provision such as roads, waste management and planning. Education and Social Care were the next highest – 83 (16%); Corporate Services – 36 (7%) and the Chief Executive’s office – 2 (0.4%) received the remaining complaints. (See Figure 23 – Appendix).

Direct Services continue to lead in resolving complaints at frontline – 172 (89%).

In 2017-18 Housing and Property continued their improvement of recent years and resolved 116 (62%) of complaints at front-line, which compares favourably to the 46% resolved at front-line in 2015-16 (Figure 2). Community Care has had a transformational year. In 2016-17 all 10 of the complaints raised were dealt with at Stage 2, whereas in 2017-18 there were 15 (60%) resolved at frontline.

Three services continue to resolve most complaints at the investigation stage; Development Services (32%), Integrated Children’s Services (18%) & Schools and curriculum development (22%), although it should be noted the relatively low number of complaints these three services receive in comparison to Direct Services & Housing and Property.

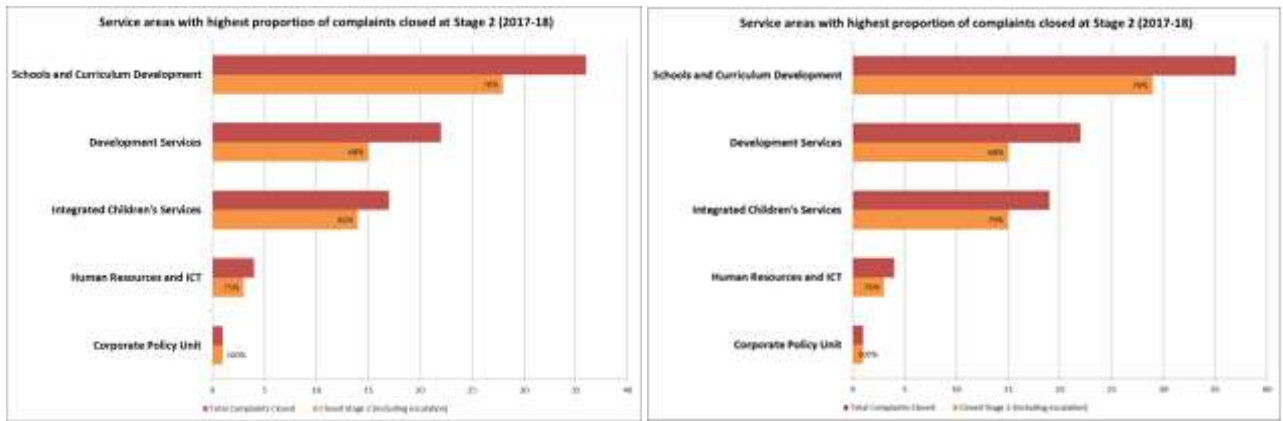
Figure 2: Complaints closed at Stage 1 as a % of all complaints closed (2015-16 through to 2017-18)



Unlike previous years none of the services resolve all complaints at the investigative stage any more (excluding Corporate Policy Unit that required an investigation to resolve their only complaint). However, some services continue to resolve most complaints at the investigative stage.

13 out of 19 Integrated Children’s Services complaints (82%) were dealt with at stage two, while, 29 of the 37 Schools and Curriculum Development (78%) complaints were resolved at stage 2 (Figure 3). 3 out of 4 complaints raised against Human Resources & Information Communications Technology were closed at the investigative stage, but due to the small number this is not considered statistically significant.

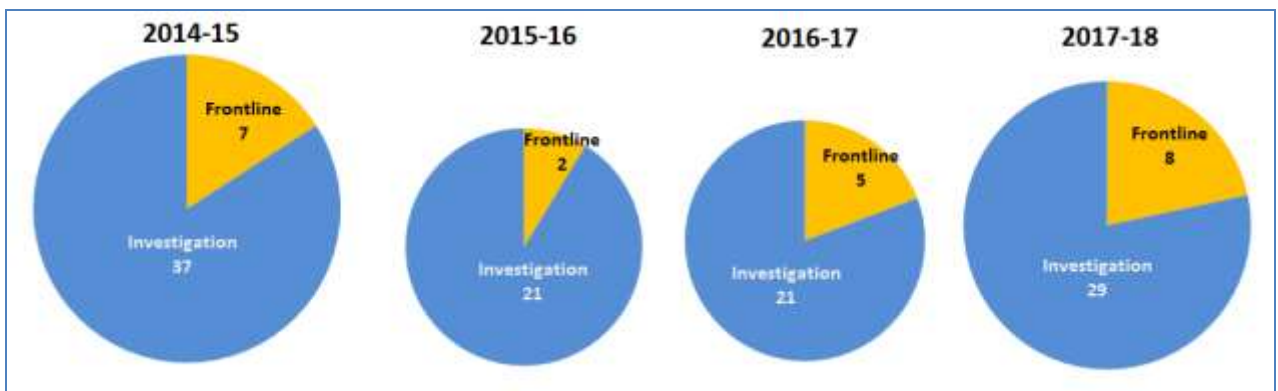
Figure 3: Complaints closed at Stage 2 as a % of all complaints closed (2017-18 compared to 2016-17)



Stage two complaints often involve speaking with several witnesses, meeting with complainants and liaising with partner agencies. In such circumstances, concluding these enquiries and providing a written response to a complainant normally exceeds five working days.

There were 10 more complaints received by Schools and Curriculum than in 2016-17 (Figure 4). Of the 37 recorded only 8 (22%) were resolved at frontline stage. The trend is showing an improvement compared to the 2 (9.5%) resolved at the same stage in 2015-16, and the 5 (19%) in 2016-17.

Figure 4: Schools and Curriculum Development complaints resolved (2014-15 through to 2017-18)



4.3 Indicator 3

There is a requirement for a formal outcome (upheld, partially upheld or not upheld) to be recorded for each complaint.

This indicator will report:

- the number of complaints upheld at stage one as % of all complaints closed at stage one
- the number of complaints not upheld at stage one as % of all complaints closed at stage one
- the number of complaints partially upheld at stage one as % of all complaints closed at stage one
- the number of complaints upheld at stage two as % of all complaints closed at stage two
- the number of complaints not upheld at stage two as % of all complaints closed at stage two
- the number of complaints partially upheld at stage two as % of all complaints closed at stage two
- the number of escalated complaints upheld at stage two as % of all escalated complaints closed at stage two
- the number of escalated complaints not upheld at stage two as % of all escalated complaints closed at stage two
- the number of escalated complaints partially upheld at stage two as % of all escalated complaints closed at stage two

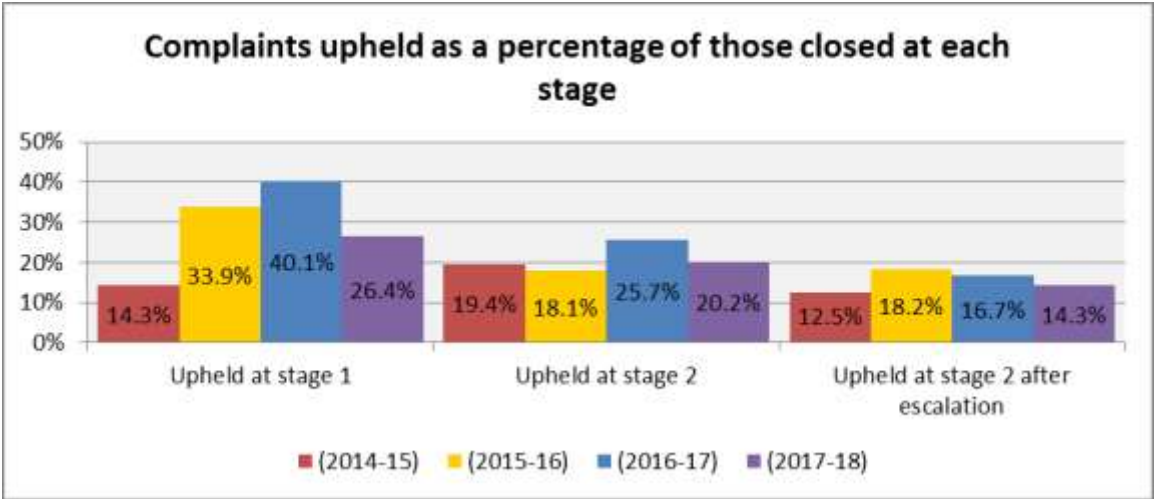
A complaint is defined as 'upheld' when it is found to be true or confirmed. A 'partially upheld' complaint results when there are several complaint issues raised and some, but not all, of them are upheld. Complaints are 'not upheld' when they are found to be untrue; that the service provided was of 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 confirm to them whether their complaint has been 'upheld', 'partially upheld' or 'not upheld' together with an explanation of the findings.

The upwards trend over the last 3 years in frontline (stage one) complaints being 'upheld', or 'partially upheld' (Figures 5 & 6) reversed this year. In 2016-17 the proportion was 48%, in 2015-16 it was 46%, compared to just one-quarter in 2014-15. However, 38% of frontline complaints had these outcomes in 2017-18. This shows complaints are being acknowledged however there needs to be greater focus on learning and improvement in the year ahead.

For stage two complaints closed at the investigation stage as 'upheld', or 'partially upheld', the proportion in 2017-18 remained unchanged at 43%, the same as in 2016-17, and slightly higher than 40% in 2015-16 and 39% in the previous year.

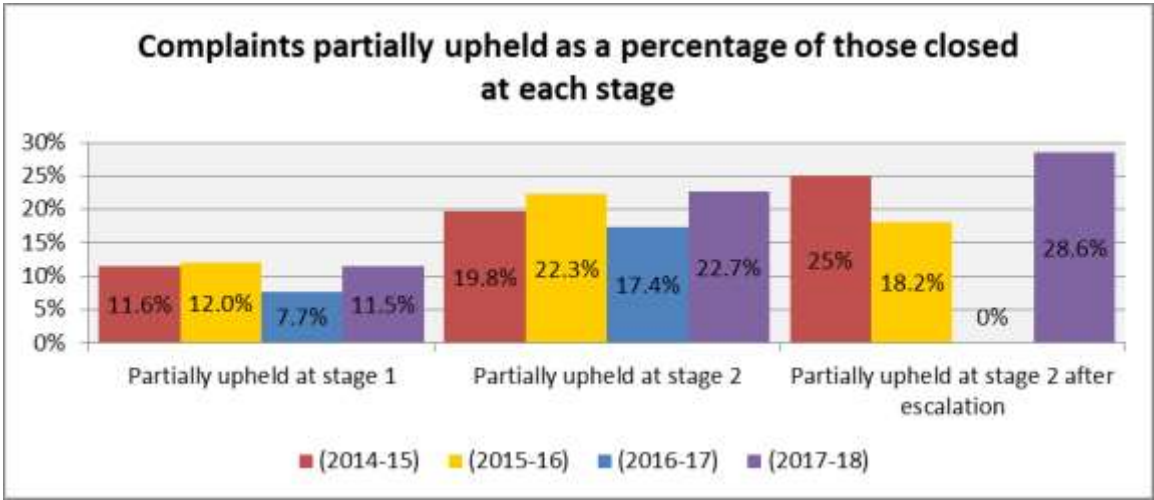
Upheld Complaints

Figure 5: Complaints upheld as a percentage of those closed at each stage (2014-15 through to 2017-18)



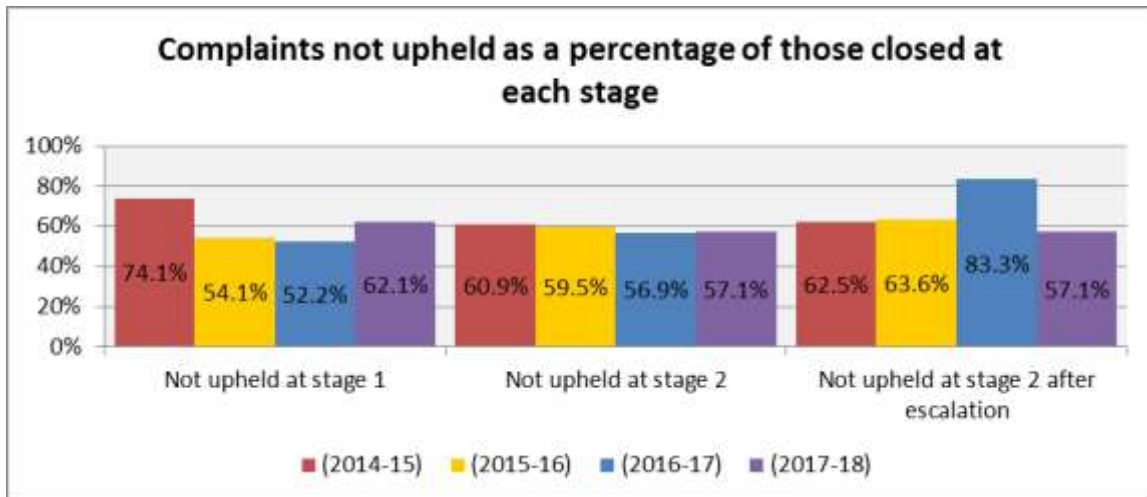
Partially Upheld Complaints

Figure 6: Complaints partially upheld as a percentage of those closed at each stage (from 2014-15 to 2017-18)



Not Upheld Complaints

Figure 7: Complaints not upheld as a percentage of those closed at each stage (from 2014-15 to 2017-18)



For all the complaints closed during 2017-18, at both stages one and two, 40% were fully ‘upheld’ or ‘partially upheld’ overall, compared to 46% in 2016-17, 43% in 2015-16 and 33% in 2014-15. This shows that many customers continue to raise concerns with service provision, and a greater proportion of all complaints require us to review and improve the way services are being delivered.

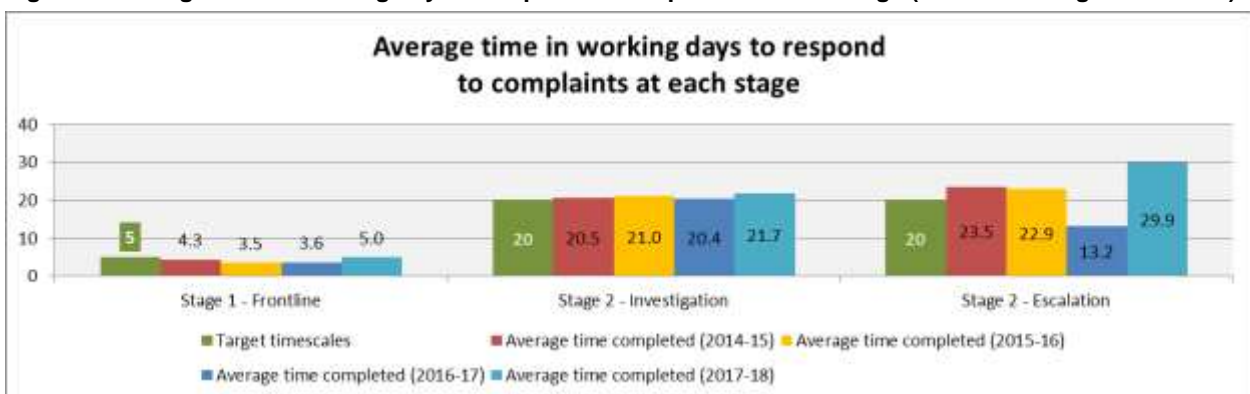
4.4 Indicator 4

The average time in working days to close complaints at stages one and two of the model CHP.

This indicator will report:

- the average time in working days to respond to complaints at stage one
- the average time in working days to respond to complaints at stage two
- the average time in working days to respond to complaints after escalation

Figure 8: Average time in working days to respond to complaints at each stage (2014-15 through to 2017-18)



The average time taken to respond to frontline complaints remains below the SPSO’s five day timescale. The number of frontline complaints closed on time increased slightly to 269 in 2017-18 compared to 256 in 2016-17. However, the proportion that was closed within 5 days dropped significantly to 77%, compared to 93% in 2016-17 (Figure 9).

Frontline resolution times, 4.97 days on average in 2017-18, have increased compared to recent years: 3.6 days in 2016-17, 3.5 days in 2015-16 and 4.3 days in 2014-15. It was identified that several social care complaints were dealt with a few days outside the 5 working day rule and these could have been dealt with through authorised extensions to remain within frontline process.

The average time for resolving stage two investigation complaints rose in 2017-18 to 21.7 days (compared to 20.4 days in 2016-17); outside the Complaint Handling Procedures' guidelines and higher than the 21 days recorded in 2015-16. Moreover, the escalated stage 2 investigations took over twice as long on average (29.9 days) compared to 2016-17 (13.2 days), possibly reflecting the additional complexity of Social Work complaints, which are now being undertaken within the Complaints Handling Procedure. Competing workload challenges add to this.

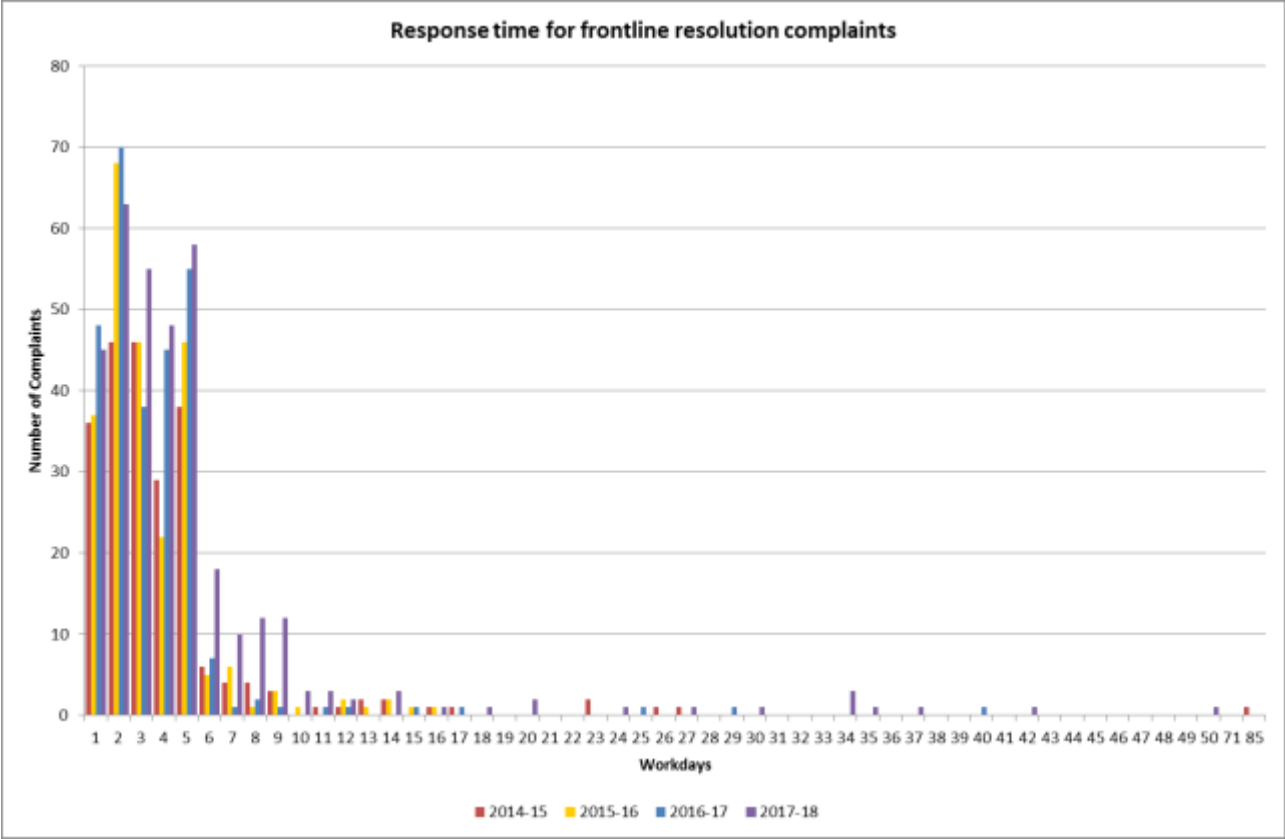
The majority of 'frontline resolution' complaints are dealt with within five working days, however, the proportion exceeding the maximum extension period of 10 working days rose to 6%, double the 3% in both 2016-17 and 2015-16, and closer to the 5% recorded in 2014-15.

18 of the frontline complaints closed during 2016-17 took longer than five days, whereas in 2017-18 the figure rose significantly to 77, much higher than the figures recorded in 2015-16 (23) and 2014-15 (30). The most significant change in 2017-18 is the number of frontline complaints taking longer than 15 days to resolve. There were 14 such cases in 2017-18, compared to 4 in 2016-17 and just 1 in 2015-16.

Three services account for the majority taking longer to resolve than the SPSO guidance: 7 complaints relating to Housing & Property Services, 6 for Direct Services and 4 for Community Care. They ranged from 1 to 37 working days overdue. The frontline complaint that took the longest time to resolve (50 working days) was raised against Human Resources by a council employee.

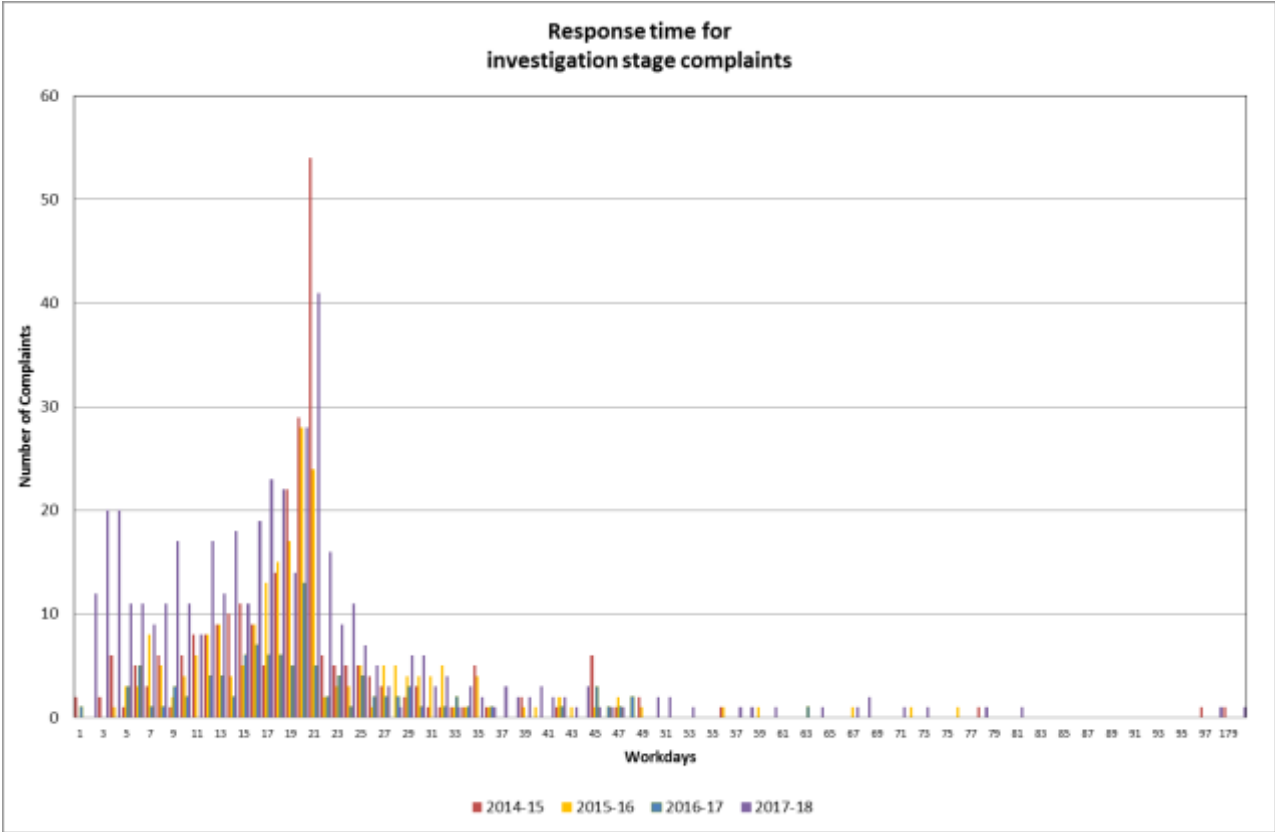
Significant improvement has been made since the implementation of the Complaints Handling Procedure since 2014-15, and weekly monitoring continues to take place with departmental complaint administrators being reminded to ensure they follow the correct database timeline process for stages.

Figure 9: Response Time for frontline resolution complaints (2014-15 through to 2017-18)



Most investigations were responded to within the 20 day timescale (64%) or within agreed extension periods (Figure 10). Of the 177 complaints closed at stage two (investigation and escalated), 63 (36%) took longer than the target response time. Integrated Children’s Services complaints often require investigation of lengthy and complicated issues. This accounted for 9 of their 15 investigations taking more than 20 days to complete. One Schools and Curriculum Development investigation took 179 days to resolve; the longest of all complaints to be closed during the 4 years for which data has been collected. The next longest was a 134 day investigation recorded in 2014-15.

Figure 10: Response time for Investigation Stage Complaints (including Escalated Investigations) (2014-15 through to 2017-18)



4.5 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 model Complaints Handling Procedure requires complaints to be closed within five working days at stage one and 20 working days at stage two. This indicator will report:

- the number of complaints closed at stage one within five working days as % of total number of stage one complaints
- the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints
- the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints

The analysis provided for Indicator 4 is equally applicable for this indicator.

Table 2: Indicator 5 - Closure timescales (2014-15 through to 2017-18)

Performance Against Timescales		Number of complaints closed at stage one within 5 working days as a %	Number of complaints closed at stage two within 20 working days as a %	Number of escalated complaints closed at stage two within 20 working days as a %
2017-18	Total no. of complaints	348	163	14
	No. of complaints within timescales	271	109	4
	Meeting target times	78%	67%	29%
2016-17	Total no. of complaints	274	103	6
	No. of complaints within timescales	271	63	5
	Meeting target times	99%	61%	83%
2015-16	Total no. of complaints	242	215	11
	No. of complaints within timescales	219	133	7
	Meeting target times	90%	62%	64%
2014-15	Total no. of complaints	224	258	8
	No. of complaints within timescales	195	146	8
	Meeting target times	87%	57%	100%

Performance declined by closing a much lower proportion of frontline complaints within the target times; 78% compared to 99% in 2016-17. The services have performed better in closing stage two complaints within 20 working days (67% compared to 61% in 2016-17), this improvement being maintained on the 2014-15 performance of 57%. Our performance for escalated complaints varies significantly from year to year due to small sample sizes. However, closing less than a third of such complaints on time in 2017-18 is disappointing. Performance issues continue to be discussed with complaint administrators and highlighted through quarterly management reports. Closer monitoring and reinforcement was and will continue to be done to try and improve further on this performance.

4.6 Indicator 6

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

The model Complaints Handling Procedure allows for an extension to the timescales to be authorised in certain circumstances. This indicator will report:

- the number of complaints closed at stage one where extension was authorised, as a % of all complaints at stage one
- number of complaints closed at stage two where extension was authorised, as a % of all complaints at stage two

This is an area where there is room for improvement.

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 out with the prescribed timescales. In these situations, the council agrees with a complainant to extend the timescale for closing the complaint and will detail the reasons such as having to interview several potential witnesses and for a need to gather reports from a variety of sources. A Head of Service or above must always approve such an extension before it is granted, and this is recorded with revised time limits on our complaints database.

Too many complaints taking longer than the stipulated times do not receive approval. Senior management are notified of such cases and administrators reminded weekly to update the database.

Table 3: Indicator 6 – Extensions (2014-15 through to 2017-18)

Number of cases where an extension is authorised		% of complaints at stage one where the extension was authorised	% of complaints at stage two where the extension was authorised
2017-18	Total no. of overdue complaints	77	63
	No. of complaints with authorised extensions	4	11
	Percentage with extensions	5%	17%
2016-17	Total no. of overdue complaints	42	37
	No. of complaints with authorised extensions	4	11
	Percentage with extensions	10%	30%
2015-16	Total no. of overdue complaints	23	86
	No. of complaints with authorised extensions	1	13
	Percentage with extensions	4%	15%
2014-15	Total no. of overdue complaints	18	63
	No. of complaints with authorised extensions	1	24
	Percentage with extensions	6%	38%

Figure 11: Frontline complaints not responded to in stipulated timescales, without authorised extensions (2017-18)

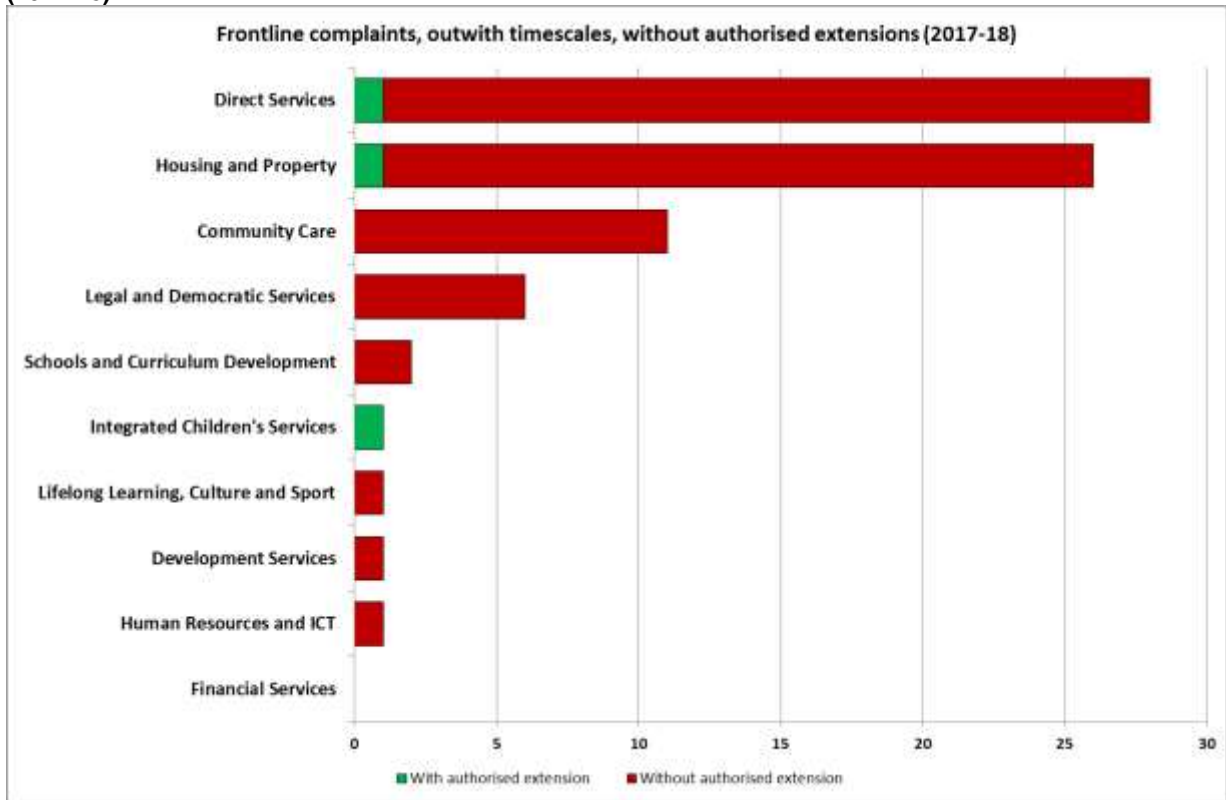
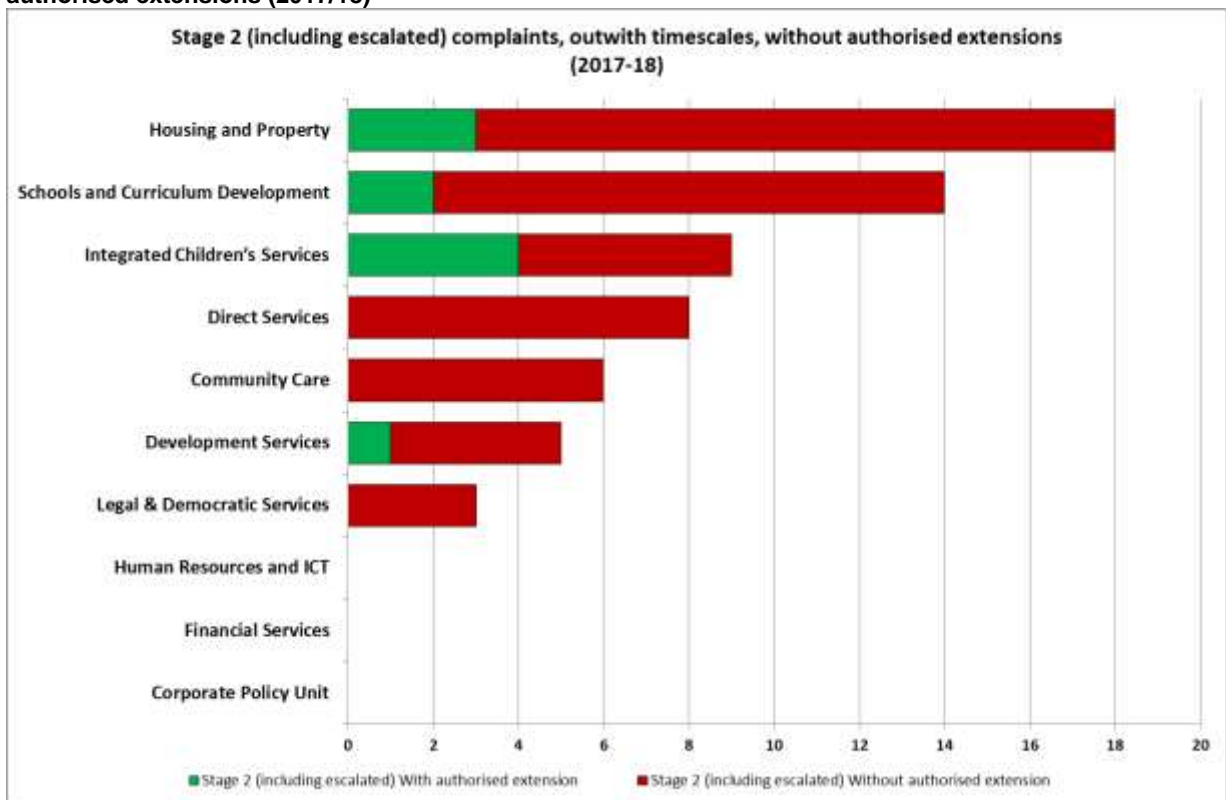


Figure 12: Stage 2 (including escalated) complaints not responded to in stipulated timescales, without authorised extensions (2017/18)



4.7 Indicator 7

The SPSO requires a statement to report on customer satisfaction with the complaints service provided.

A customer satisfaction survey was sent out to customers with the aim of helping the council focus on areas where improvements or change could be made to our complaints handling procedure and service provision.

In assessing customer satisfaction within the complaints service, complainants are asked to consider:

- how satisfied they were with the way their complaint was handled
- how easy the complaints process was to follow
- how well we complied with the CHP
- how well we provided service delivery, timeliness and information
- how professional the attitude of staff was

Customer Satisfaction Feedback Survey

Complaints Handling Customer Feedback Surveys are sent to every complainant when they are informed of the outcome of their complaint. In 2017/18, 513 surveys were sent out, 276 by post and 237 by email. We received 28 (10%) postal responses and 50 (21%) online responses, giving an overall survey response of 78 (15%). The survey considered 5 factors; service delivery; information; timeliness; staff professionalism and staff attitude.

In 2017 -18, there were a number of positive feedback comments and these can be viewed as improvement. This included areas such as:

- happy with the complaint process; (this is an area of improvement from 2016-17 as this was previously highlighted as an area of dissatisfaction)
- frontline staff explaining to the complainant that they had a genuine reason to complain;
- staff were honest, direct but polite and listened. Realised that not all issues may be resolved but happy with middle ground and found this amicable;
- complaint fully investigated

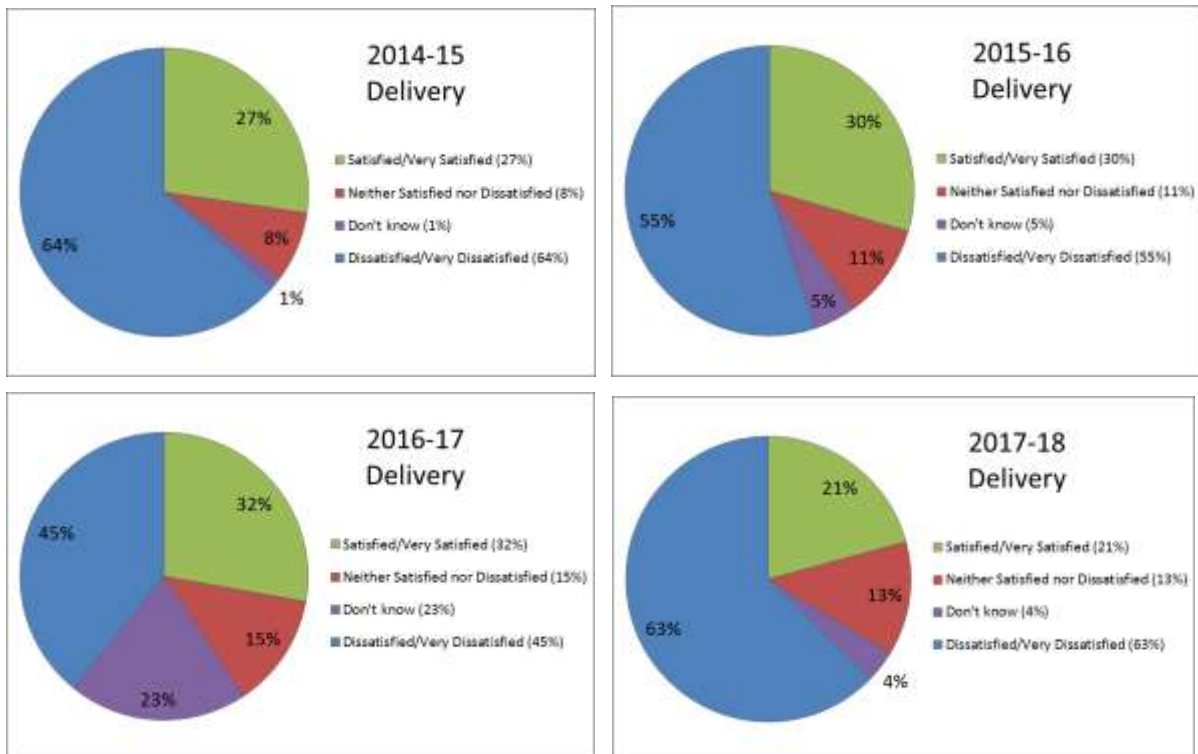
However, compared to results given in 2016-17, the public have given more reasons for their dissatisfaction in 2017-18. The complaints officer has drawn this to the attention of departments through their complaint administrators to share with Heads of Services.

Arising from the survey, the main dissatisfactions are:

- not updating customers; (same as 2016-17)
- not listening to customers; (new issue)
- management not taking responsibility; (this was given as a positive comment in 2016-17)
- not adhering to policy timescales; (same as 2016-17)
- not taking the issues seriously; (same as 2016-17)
- not contacting the complainant to clarify their complaint issues; (this was given as a positive comment in 2016-17)
- responding to the MP but not the complainant; (new issue)
- not apologising for getting things wrong (same as 2016-17)

4.7.1 Service Delivery

Figure 16: Customer Satisfaction Survey – Service Delivery (2014-15 through to 2017-18)

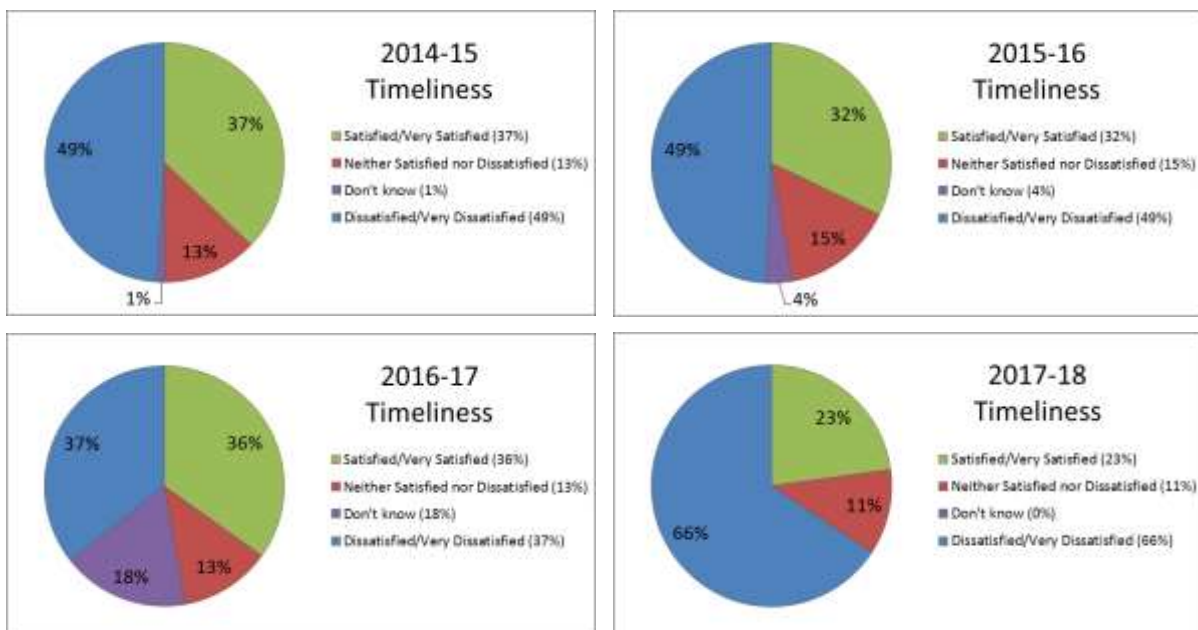


In the survey customers were asked to rate their level of satisfaction with “how our staff handled your complaint”. After the improvements shown over the last 3 years there has been a marked reduction in the number of customers who were positive about the service they received in relation to their complaint, and a corresponding rise in the proportion who were ‘dissatisfied’ or ‘very dissatisfied’.

In 2017-18 almost two-thirds of respondents had a negative perception of the service that they received (63%), like the proportion in 2014-15 (64%). This represents an 18% rise since the previous year.

4.7.2 Timeliness

Figure 17: Customer Satisfaction Survey – Timeliness (2014-15 through to 2017-18)



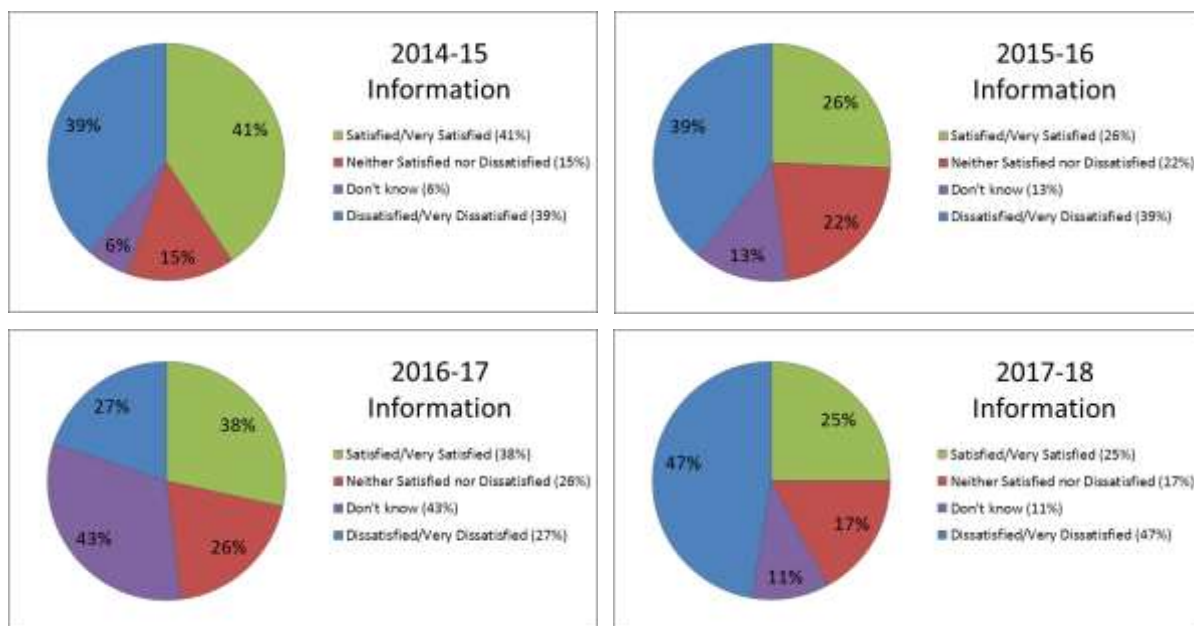
Timeliness is an issue within the complaint process with two-thirds (66%) being dissatisfied or very dissatisfied with the time taken to resolve their complaint. This is a significant increase from the one-third (37%) who reported a negative experience last year and is worse than in 2014-15 and 2015-16 when almost half (49%) of the customers were unhappy with the service provision.

Customer satisfaction for this measure dropped from 36% to 23%; a reduction also from the performance in previous years of 32% (2015-16) and 37% (2014-15). However, the statistics in the Appendix (Tables D and F) suggest that although more complaints are taking longer than the required timescales, most of the Stage 1 and Stage 2 are completed on time. The exception being escalated complaints, which are generally exceeding the timescales. It could be the case that the relatively few responses to the survey have come from people who are particularly upset with the way their complaint was handled and their views may be unrepresentative of most people who complained in 2017-18.

It is worth noting that some complaints, particularly those involving social work, can be complex, requiring lengthy investigation. Such enquiries often take us out with timescales and is an area where we need to continue to stress the importance of extensions authorised and agreed with customers. Training, closer monitoring and updating by complaint administrators are steps put in place to bring about improvement.

4.7.3 Information

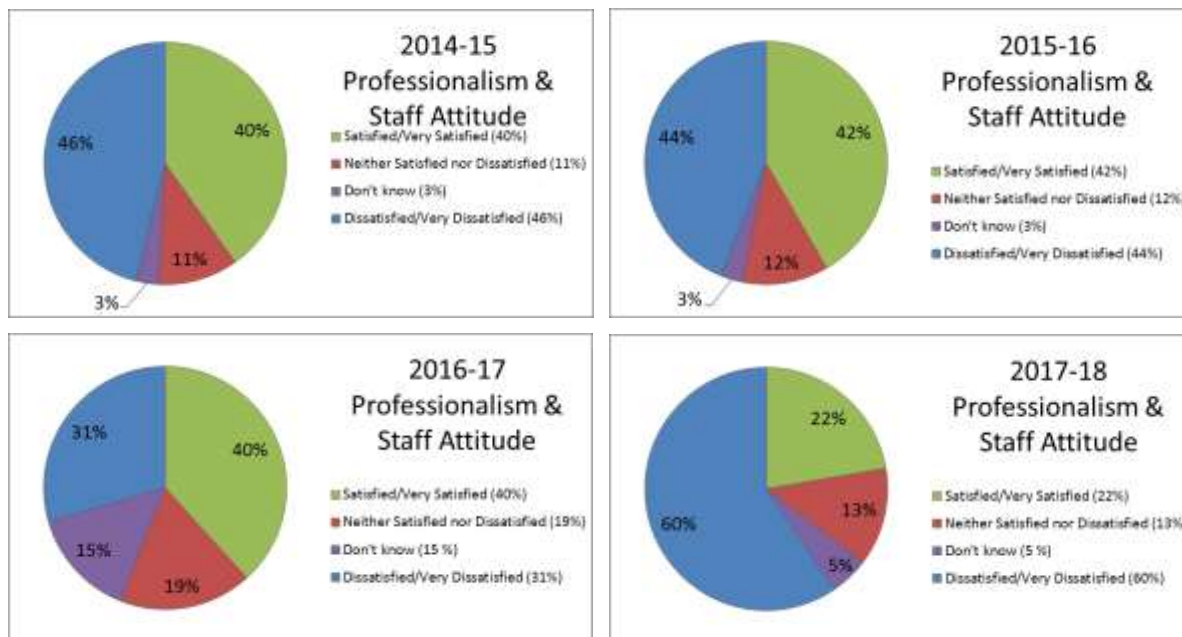
Figure 18: Customer Satisfaction Survey – Information (2014-15 through to 2017-18)



As a result of changes to the survey questions complainants are only asked to rate one aspect of performance under this heading; whether the timeline involved in the complaint was clearly outlined to them. This change makes comparison with previous years unreliable, as there were three questions in this category and the final result was averaged. However, only a quarter of the respondents were “satisfied” or “very satisfied” with the information they received about timelines for the complaint process.

4.7.4 Professionalism and Staff Attitude

Figure 19: Customer Satisfaction Survey – Professionalism & Staff Attitude (2014-15 through to 2017-18)



In 2017-18 there was a sharp drop in the proportion of customers who were positive about the professionalism and attitude of the staff with just 22% being “satisfied” or “very satisfied” compared to 40% - 42% in previous years. A quarter of the respondents were “satisfied” or “very satisfied” that staff listened to them, although half were “very dissatisfied”. Respondents were also mainly negative about staff keeping them updated on progress.

4.8 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.

On 1 April 2017, we moved to a new complaints handling system. This has allowed all departments, including Education, to record complaints on one system for more consistent recording and reporting purposes, and is reflected in the 2017-18 report.

4.8.1. 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 partially 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 new complaints database has a specific section for managers to complete when complaints are closed. Where they have been upheld or partially upheld, any service improvements should be recorded. Complaints officer monitoring has shown that this is rarely being completed and opportunities to find root causes and implement service improvement is being missed. Complaint administrators have been encouraged to ensure that more detailed closures are recorded.

The following is a summary of some actions taken to resolve complaints that were upheld or partially upheld in 2017-18:

Table 4: Actions taken in response to complaints upheld (2017-18)

Department	You said...	We listened and took action on the following upheld complaints...
Chief Executive	No wheelchair access had been provided for you at an event part funded by Moray Council.	In upholding your complaint, we liaised with the organisers, revised what had to be put in place and agreed a means of access for up to 30 wheelchair users for this event and any future events held.
Legal and Democratic Services/Financial Services	In error, we took a direct debit from you when a cash payment had already been received.	In upholding your complaint, we contacted you, apologised and revised and adjusted future direct debit payments to correct the error.
Housing and Property	We caused damage to your property when replacing your heating system.	In upholding your complaint, we apologised, repaired the damage and compensated you.
Community Care	A staff member had driven over your garden.	In upholding your complaint, we apologised and counselled the staff member to take greater care.
Integrated Children's Services	We contacted you by phone against your expressed wishes.	In upholding your complaint, we apologised and agreed an alternative method of contacting you.
Schools and Curriculum Development	We failed to control pupil's behaviour during lunchtime in the vicinity of your home.	In upholding your complaint, we apologised, made the pupils aware of the impact of their behaviour and ensured that they no longer gathered there.

5. Scottish Public Services Ombudsman/Benchmarking

In 2017-18, the Local Authority Complaint Handlers Network aimed to benchmark across all 32 councils. 1 council didn't provide their annual data so results were drawn from the remaining 31 councils. The working group responsible for assessing this information identified some data quality issues, one example being:

1) Indicator 2 – Closed Complaints:

- Sum of the complaints closed at stage 1, stage 2 and escalated must equal total number of complaints closed
- If it doesn't then not all of the complaints being closed are being reported upon

In 2018-19, data will be submitted quarterly to the Local Authority Complaint Handlers Network.

This network continues to identify a significant disparity in how complaint information is being recorded by respective councils and they are working to identify ways for councils to provide greater consistency in their complaint recording. This prevents meaningful benchmarking between councils data.

The below tables provide some information on how Moray Council compares with overall recorded complaint national statistics:

Complaints Received	2016-17	2017-18
Moray Council	414 (0.5%)	551 (1%)
Nationally	75,726	62,884

Complaints Received Per 1000 Population	2016-17	2017-18
Moray Council	4.31	5.75
Nationally	14.1	11.6

Complaints Closed	2016-17	2017-18
Moray Council	383	525
Nationally	72,031	60,952

Nationally there was a 17% reduction in the number of complaints recorded in 2017-18. In contrast, Moray Council had a 25% increase in complaint recording demonstrating greater public confidence in reporting complaints.

Average Time in Working Days – Stage 1	2016-17	2017-18
Moray Council	3.6	4.97
Nationally	7.5	8.3
Average Time in Working	2016-17	2017-18

Days – Stage 2		
Moray Council	20.9	21.7
Nationally	19.4	23.6

Nationally, many councils failed to meet their target of resolving stage 1 complaints within 5 working days with a 10% increase in the time taken from 2016-17. Moray Council achieved this target although there was a 38% increase in the time taken to resolve complaints.

Both nationally and locally there was a failure to deal with stage 2 complaints within the required 20 working days with a 4% increase for Moray Council and a 22% increase nationally. This could be indicative of reducing staff numbers and, for Moray Council, the increase in the number of complaints dealt with.

6. 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 act on lessons learned in order to improve service provision. Use of digital technology complements written survey requests providing additional opportunity to receive public feedback.

By utilising the Complaint Handling Procedure and adhering to the robust performance management framework, we will learn from complaints, improve services and increase confidence in service provision. We will continue to demonstrate that we are learning from complaints through the Complaints Officers highlighting this to services through complaints management, complaint administrator discussions and staff training.

It is important that we aim to deal with complaints quickly, keep complainants informed and advise them what to do if they remain dissatisfied. Staff training, intranet guidance and complaint officer monitoring will help to achieve this aim. The complaints section in the Moray Council website provides the public with policies, reports and general information on how a complaint can be reported and dealt with.

The results of the complaints survey were like previous years and despite the low 15% return rate some useful feedback was given as detailed in reasons given for satisfaction/dissatisfaction above. We used the easy-to-use online option and sent paper copies; however, this produced a similarly low number of survey responses meaning we were restricted in assessing the effectiveness of it as a learning tool. We will continue to use both online and hard copy methods for our survey.

Welcoming, recording, managing and resolving complaints in an effective manner will increase public confidence in our application of the Complaint Handling Procedure and afford us opportunity to learn and improve our service provision.

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	2016-17				2017-18			
	Stage 1 – Front line resolution	Stage 2 – Investigation	Stage 2 – Escalated Investigation	Total	Stage 1 – Front line resolution	Stage 2 – Investigation	Stage 2 – Escalated Investigation	Total
All Council	274 72%	103 27%	6 2%	383	348 66%	163 31%	14 3%	525
Chief Executive's Office	0 0%	2 100%	0 0%	2	1 50%	1 50%	0 0%	2
Chief Executive's Section	0 n/a	0 n/a	0 n/a	0	1 100%	0 0%	0 0%	1
Corporate Policy Unit	0 0%	2 100%	0 0%	2	0 0%	1 100%	0 0%	1
Community Planning & Development	0 n/a	0 n/a	0 n/a	0	0 n/a	0 n/a	0 n/a	0
Corporate Services	16 84%	2 11%	1 5%	19	24 67%	11 31%	1 3%	36
Financial Services	4 67%	2 33%	0 0%	6	4 67%	2 33%	0 0%	6
Human Resources and ICT	1 100%	0 0%	0 0%	1	1 25%	3 75%	0 0%	4
Legal and Democratic Services	11 92%	0 0%	1 8%	12	19 73%	6 23%	1 4%	26
Environmental Services	248 82%	50 17%	5 2%	303	295 73%	102 25%	7 2%	404
Development Services	12 55%	10 45%	0 0%	22	7 32%	15 68%	0 0%	22
Direct Services	158 97%	0 0%	5 3%	163	172 89%	19 10%	3 2%	194
Housing and Property	78 66%	40 34%	0 0%	118	116 62%	68 36%	4 2%	188
Education and Social Care	10 17%	49 83%	0 0%	59	28 34%	49 59%	6 7%	83
Community Care	0 0%	10 100%	0 0%	10	15 60%	6 24%	4 16%	25
Integrated Children's Services	0 0%	17 100%	0 0%	17	4 21%	13 68%	2 11%	19
Lifelong Learning, Culture and Sport	5 83%	1 17%	0 0%	6	1 50%	1 50%	0 0%	2
Schools and Curriculum Development	5 19%	21 81%	0 0%	26	8 22%	29 78%	0 0%	37

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 – Stage 1	2016-17				2017-18			
	Upheld	Partially Upheld	Not Upheld	Total	Upheld	Partially Upheld	Not Upheld	Total
All Council	109 40%	21 8%	143 52%	273	92 26%	40 11%	216 62%	348
Chief Executive's Office	0 0%	0 0%	0 0%	0	0 0%	1 100%	0 0%	1
Chief Executive's Section	0 0%	0 0%	0 0%	0	0 0%	1 100%	0 0%	1
Corporate Policy Unit	0 0%	0 0%	0 0%	0	0 0%	0 0%	0 0%	0
Community Planning & Development	0 0%	0 0%	0 0%	0	0 0%	0 0%	0 0%	0
Corporate Services	6 40%	2 13%	7 47%	15	11 46%	3 13%	10 42%	24
Financial Services	0 0%	0 0%	4 100%	4	3 75%	0 0%	1 25%	4
Human Resources and ICT	1 0%	0 0%	0 0%	0	0 0%	0 0%	1 100%	1
Legal and Democratic Services	6 55%	2 18%	3 27%	11	8 42%	3 16%	8 42%	19
Environmental Services	99 40%	19 8%	130 52%	248	73 25%	31 11%	191 65%	295
Development Services	0 0%	1 8%	11 92%	12	0 0%	2 29%	5 71%	7
Direct Services	59 37%	13 8%	86 54%	158	48 28%	11 6%	113 66%	172
Housing and Property	40 51%	5 6%	33 42%	78	25 22%	18 16%	73 63%	116
Education and Social Care	4 40%	0 0%	6 60%	10	8 29%	5 18%	15 54%	28
Community Care	0 0%	0 0%	0 0%	0	4 27%	5 33%	6 40%	15
Integrated Children's Services	0 0%	0 0%	0 0%	0	0 0%	0 0%	4 100%	4
Lifelong Learning, Culture and Sport	2 40%	0 0%	3 60%	5	0 0%	0 0%	1 100%	1
Schools and Curriculum Development	2 40%	0 0%	3 60%	5	4 50%	0 0%	4 50%	8

Figure 20: Stage 1 – % of Complaints Upheld, Partially Upheld, and Not Upheld (2014-15 through to 2017-18)

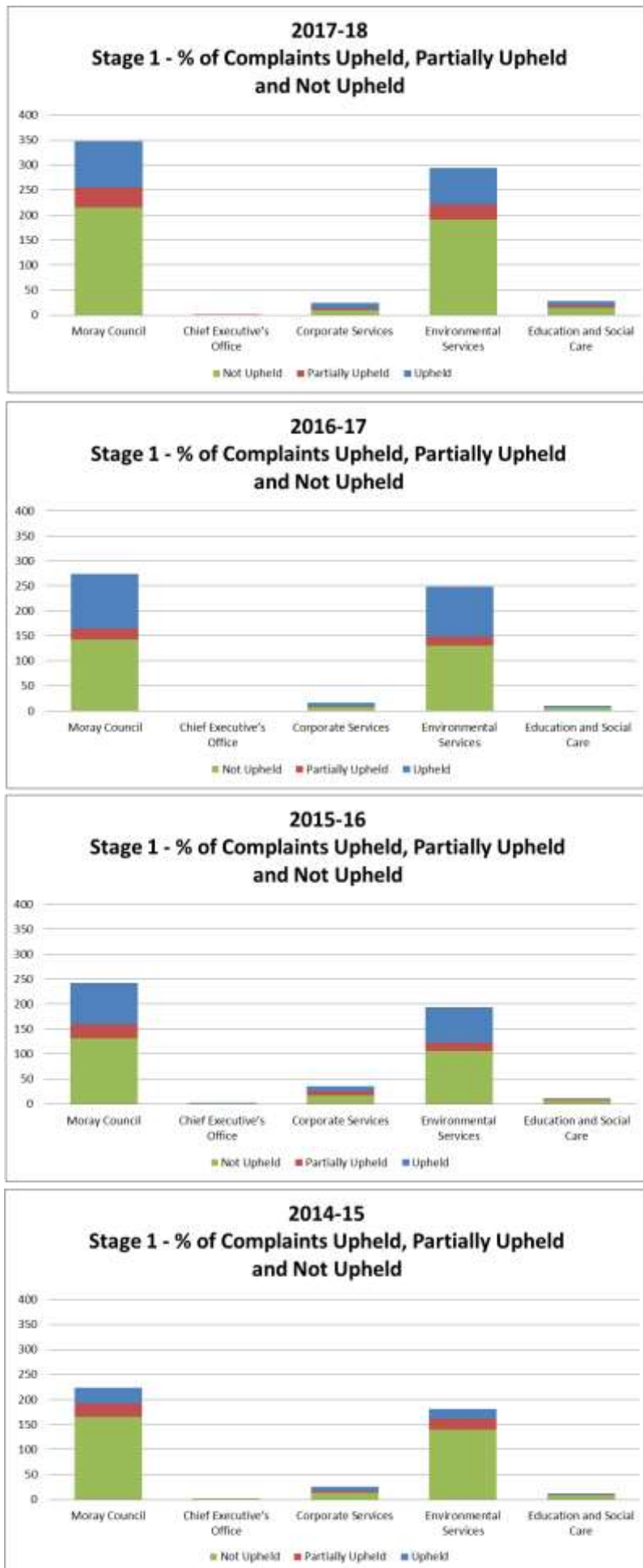


Table C: Indicator 3 by service – The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints closed in full at stage 2 (including escalated complaints)

Indicator 3 by service – Stage 2 (including escalated)	2016-17				2017-18			
	Upheld	Partially Upheld	Not Upheld	Total	Upheld	Partially Upheld	Not Upheld	Total
All Council	28 26%	19 17%	62 57%	109	35 20%	41 23%	101 57%	177
Chief Executive's Office	1 50%	0 0%	1 50%	2	0 0%	0 0%	1 100%	1
Chief Executive's Section	0 0%	0 0%	0 0%	0	0 0%	0 0%	0 0%	0
Corporate Policy Unit	1 50%	0 0%	1 50%	2	0 0%	0 0%	1 100%	1
Community Planning & Development	0 0%	0 0%	0 0%	0	0 0%	0 0%	0 0%	0
Corporate Services	2 67%	0 0%	1 33%	3	7 58%	2 17%	3 25%	12
Financial Services	1 50%	0 0%	1 50%	2	2 100%	0 0%	0 0%	2
Human Resources and ICT	0 0%	0 0%	0 0%	0	2 67%	1 33%	0 0%	3
Legal and Democratic Services	1 100%	0 0%	0 0%	1	3 43%	1 14%	3 43%	7
Environmental Services	14 25%	6 11%	35 64%	55	19 17%	18 17%	72 66%	109
Development Services	2 20%	1 10%	7 70%	10	0 0%	2 13%	13 87%	15
Direct Services	0 0%	0 0%	5 100%	5	4 18%	1 5%	17 77%	22
Housing and Property	12 30%	5 13%	23 58%	40	15 21%	15 21%	42 58%	72
Education and Social Care	11 22%	13 27%	25 51%	49	9 16%	21 38%	25 45%	55
Community Care	2 20%	2 20%	6 60%	10	2 20%	4 40%	4 40%	10
Integrated Children's Services	7 41%	3 18%	7 41%	17	2 13%	8 53%	5 33%	15
Lifelong Learning, Culture and Sport	1 100%	0 0%	0 0%	1	0 0%	0 0%	1 100%	1
Schools and Curriculum Development	1 5%	8 38%	12 57%	21	5 17%	9 31%	15 52%	29

Figure 21: Stage 2 – % of Complaints Upheld, Partially Upheld, and Not Upheld (2014-15 through to 2017-18)

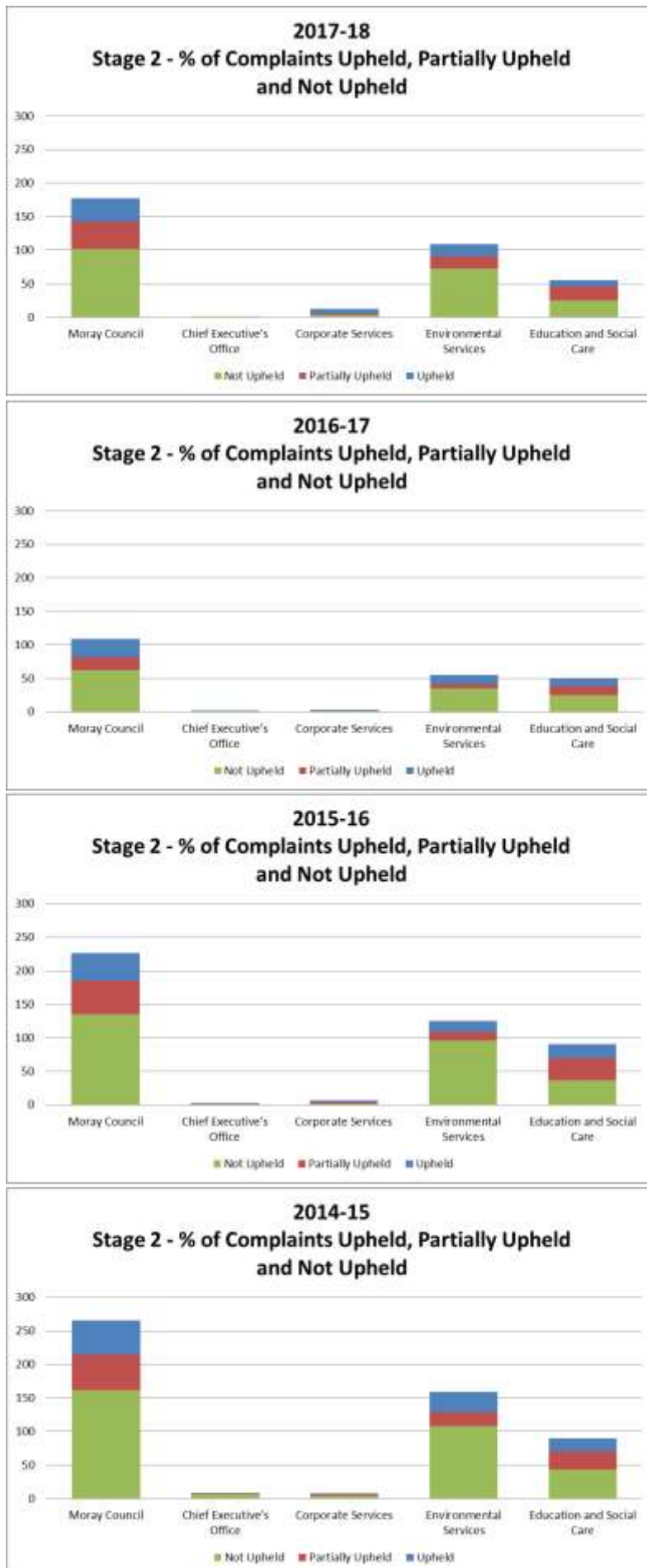


Table D: Indicator 4 by service – The average time in working days for a full response to complaints at each stage

Indicator 4 by service	2016-17			2017-18		
	Stage 1 – Front line Resolution	Stage 2 – Investigation	Stage 2 – Escalated Investigation	Stage 1 – Front line Resolution	Stage 2 – Investigation	Stage 2 – Escalated Investigation
Target timescales (number of working days)	5	20	20	5	20	20
All Council	3.6	20.9	13.2	5.0	21.7	29.9
Chief Executive’s Office	n/a	17.5	n/a	1.0	3.0	n/a
Chief Executive’s Section	n/a	n/a	n/a	1.0	n/a	n/a
Corporate Policy Unit	n/a	17.5	n/a	n/a	3.0	n/a
Community Planning & Development	n/a	n/a	n/a	n/a	n/a	n/a
Corporate Services	3.3	21.0	1.0	7.7	11.2	38.0
Financial Services	2.8	21.0	n/a	3.8	15.5	n/a
Human Resources and ICT	5.0	n/a	n/a	50.0	7.0	n/a
Legal and Democratic Services	3.3	n/a	1.0	6.3	11.8	38.0
Environmental Services	3.4	17.1	15.6	4.5	19.5	28.4
Development Services	3.4	16.5	n/a	5.3	22.3	n/a
Direct Services	3.3	n/a	15.6	3.7	19.6	41.0
Housing and Property	3.7	17.3	n/a	5.5	18.8	19.0
Education and Social Care	7.6	24.8	n/a	8.2	29.1	30.3
Community Care	n/a	26.5	n/a	9.7	23.3	32.0
Integrated Children’s Services	n/a	23.8	n/a	9.3	29.2	27.0
Lifelong Learning, Culture and Sport	7.4	9.0	n/a	8.0	11.0	n/a
Schools and Curriculum Development	7.8	25.5	n/a	5.0	30.9	n/a

Figure 22: Average time in working days for a full response to complaints at each stage (2014-15 through to 2017-18)

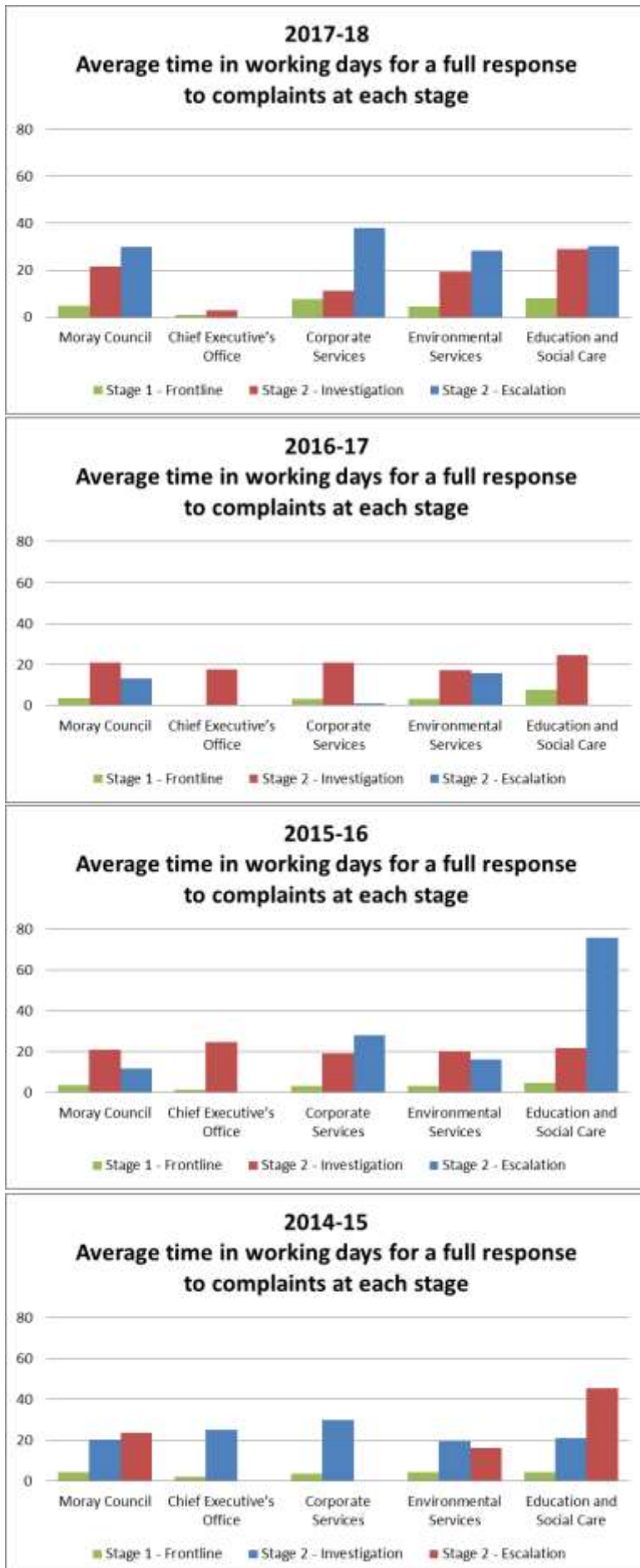


Table E: Average Time in working days to respond to complaints at each stage

Average Time in working days to respond to complaints at each stage	2016-17			2017-18		
	No. of complaints	Total time (workdays)	Average time (workdays)	No. of complaints	Total time (workdays)	Average time (workdays)
Average time in working days to respond to complaints at stage one	274	977	3.6	348	1731	5.0
Average time in working days to respond to complaints at stage two	103	2148	20.9	163	3539	21.7
Average time in working days to respond to complaints after escalation	6	79	13.2	14	419	29.9

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 (Refer to Table A for Totals)	2016-17			2017-18		
	Stage 1 – Front line Resolution	Stage 2 – Investigation	Stage 2 – Escalated Investigation	Stage 1 – Front line Resolution	Stage 2 – Investigation	Stage 2 – Escalated Investigation
Target timescales (number of working days)	5	20	20	5	20	20
All Council	271 99%	63 61%	5 83%	271 78%	109 67%	4 29%
Chief Executive’s Office	0 n/a	2 100%	0 n/a	1 100%	0 0%	0 n/a
Chief Executive’s Section	0 n/a	0 n/a	0 n/a	1 100%	0 n/a	0 n/a
Corporate Policy Unit	0 n/a	2 100%	0 n/a	0 n/a	0 0%	0 n/a
Community Planning & Development	0 n/a	0 n/a	0 n/a	0 n/a	0 n/a	0 n/a
Corporate Services	16 100%	1 50%	1 100%	17 71%	9 82%	0 0%
Financial Services	4 100%	1 50%	0 n/a	4 100%	2 100%	0 n/a
Human Resources and ICT	1 100%	0 n/a	0 n/a	0 0%	3 100%	0 n/a
Legal and Democratic Services	11 100%	0 n/a	1 100%	13 68%	4 67%	0 0%
Environmental Services	246 99%	42 84%	4 80%	240 81%	74 73%	4 57%
Development Services	12 100%	9 90%	0 n/a	6 86%	10 67%	0 n/a
Direct Services	157 99%	0 n/a	4 80%	144 84%	13 68%	1 33%
Housing and Property	77 99%	33 83%	0 n/a	90 78%	51 75%	3 75%
Education and Social Care	9 90%	18 37%	0 n/a	13 46%	26 53%	0 0%
Community Care	0 n/a	2 20%	0 n/a	4 27%	4 67%	0 0%
Integrated Children’s Services	0 n/a	6 35%	0 n/a	3 75%	6 46%	0 0%
Lifelong Learning, Culture and Sport	5 100%	1 100%	0 n/a	0 0%	1 100%	0 n/a
Schools and Curriculum Development	4 80%	9 43%	0 n/a	6 75%	15 52%	0 n/a

Table G: Overdue complaints with formal extensions or holding letters issued

Overdue complaints that have holding letters issued, or been granted a formal extension – by service (Refer to Table A for totals)	2016-17			2017-18		
	Stage 1 – Frontline Resolution	Stage 2 - Investigation	Stage 2 - Escalated Investigation	Stage 1 – Frontline Resolution	Stage 2 - Investigation	Stage 2 - Escalated Investigation
Total number of complaints investigated	274	103	6	348	163	14
Total number of late responses	43	36	3	77	53	10
All Council	7 <i>16%</i>	11 <i>31%</i>	3 <i>100%</i>	2 <i>3%</i>	8 <i>15%</i>	2 <i>20%</i>
Chief Executive’s Office	0 <i>0%</i>	0 <i>0%</i>	- <i>n/a</i>	0 <i>0%</i>	0 <i>0%</i>	- <i>n/a</i>
Chief Executive’s Section	- <i>n/a</i>	- <i>n/a</i>	- <i>n/a</i>	0 <i>0%</i>	- <i>n/a</i>	- <i>n/a</i>
Corporate Policy Unit	0 <i>0%</i>	0 <i>0%</i>	- <i>n/a</i>	- <i>n/a</i>	0 <i>0%</i>	- <i>n/a</i>
Community, Planning & Development	- <i>n/a</i>	- <i>n/a</i>	- <i>n/a</i>	- <i>n/a</i>	- <i>n/a</i>	- <i>n/a</i>
Corporate Services	1 <i>33%</i>	0 <i>0%</i>	0 <i>0%</i>	0 <i>0%</i>	0 <i>0%</i>	0 <i>0%</i>
Financial Services	0 <i>0%</i>	0 <i>0%</i>	0 <i>0%</i>	- <i>n/a</i>	- <i>n/a</i>	- <i>n/a</i>
Human Resources and ICT	- <i>n/a</i>	- <i>n/a</i>	- <i>n/a</i>	0 <i>0%</i>	- <i>n/a</i>	- <i>n/a</i>
Legal and Democratic Services	1 <i>100%</i>	0 <i>0%</i>	- <i>n/a</i>	0 <i>0%</i>	0 <i>0%</i>	0 <i>0%</i>
Environmental Services	4 <i>0%</i>	3 <i>6.5%</i>	2 <i>50%</i>	1 <i>6%</i>	4 <i>14%</i>	0 <i>0%</i>
Development Services	0 <i>0%</i>	0 <i>0%</i>	- <i>n/a</i>	0 <i>0%</i>	1 <i>20%</i>	- <i>n/a</i>
Direct Services	4 <i>0%</i>	0 <i>0%</i>	2 <i>50%</i>	1 <i>100%</i>	0 <i>0%</i>	0 <i>0%</i>
Housing and Property	0 <i>0%</i>	3 <i>7.3%</i>	- <i>n/a</i>	0 <i>0%</i>	3 <i>18%</i>	0 <i>0%</i>
Education and Social Care	2 <i>0%</i>	8 <i>25%</i>	1 <i>100%</i>	1 <i>3%</i>	4 <i>17%</i>	2 <i>33%</i>
Community Care	0 <i>0%</i>	1 <i>17%</i>	- <i>n/a</i>	0 <i>n/a</i>	0 <i>0%</i>	0 <i>0%</i>
Integrated Children’s Services	- <i>n/a</i>	7 <i>30%</i>	1 <i>100%</i>	1 <i>100%</i>	2 <i>29%</i>	2 <i>100%</i>
Lifelong Learning, Culture and Sport	0 <i>0%</i>	- <i>n/a</i>	- <i>n/a</i>	0 <i>0%</i>	- <i>n/a</i>	- <i>n/a</i>
Schools and Curriculum Development	2 <i>0%</i>	0 <i>0%</i>	- <i>n/a</i>	0 <i>0%</i>	2 <i>14%</i>	- <i>n/a</i>

Note: N/A indicates that a service had no overdue complaints at that particular stage

Table H (i): Customer Satisfaction Feedback Survey (2015-16)

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 9%	12 22%	5 9%	4 7%	24 44%
How satisfied were you with the way this problem was handled?	3 6%	7 14%	3 6%	11 22%	27 53%
Being able to deal directly with someone who could help you?	6 9%	14 21%	13 20%	15 23%	16 24%
In the response to your complaint (i.e. clear, concise, accurate)?	8 11%	15 21%	8 11%	10 14%	26 37%
The response to your complaint covered all the aspects you raised?	9 13%	12 17%	9 13%	10 14%	27 38%
The final response to your complaint?	5 7%	15 22%	5 7%	7 10%	30 44%
The overall service that you received in relation to how your complaint was handled?	7 10%	16 23%	5 7%	6 9%	32 46%
Timeliness Questions					
	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Time taken for someone to contact you about your complaint?	10 14%	15 21%	9 13%	18 25%	19 27%
The time taken to deal with the complaint from start to finish?	9 13%	11 16%	12 17%	8 12%	24 35%
Information Questions					
	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
The Moray Council complaints handling process is easy to follow.	1 2%	9 18%	13 26%	6 12%	12 24%
Complaint was dealt with using communication methods that met your needs (i.e. email, telephone, letter, etc)?	2 4%	11 23%	11 23%	4 9%	16 34%
On how to make a complaint (e.g. our complaints procedure leaflet or the information on our website)?	9 13%	12 17%	12 17%	8 11%	20 28%
Professionalism and Staff Attitude Questions					
	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Someone took responsibility for dealing with your complaint?	11 15%	21 30%	8 11%	14 20%	16 23%
How well the complaints handling staff did their jobs?	14 21%	12 18%	8 12%	12 18%	19 28%

Table H (ii): Customer Satisfaction Feedback Survey (2016-17)

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?	7 10%	14 19%	7 10%	8 11%	18 25%
How satisfied were you with the way this problem was handled?	4 5%	10 14%	9 12%	13 18%	17 23%
Being able to deal directly with someone who could help you?	12 16%	19 26%	13 18%	5 7%	17 23%
In the response to your complaint (i.e. clear, concise, accurate)?	6 8%	13 18%	11 15%	9 12%	24 33%
The response to your complaint covered all the aspects you raised?	8 11%	11 15%	8 11%	13 18%	21 29%
The final response to your complaint?	11 15%	11 15%	6 8%	9 12%	18 25%
The overall service that you received in relation to how your complaint was handled?	10 14%	14 19%	12 16%	10 14%	15 21%
Timeliness Questions	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Time taken for someone to contact you about your complaint?	11 15%	18 25%	9 12%	14 19%	13 18%
The time taken to deal with the complaint from start to finish?	11 15%	11 15%	9 12%	12 16%	13 18%
Information Questions	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
The Moray Council complaints handling process is easy to follow.	3 4%	12 16%	17 23%	3 4%	7 10%
Complaint was dealt with using communication methods that met your needs (i.e. email, telephone, letter, etc)?	3 4%	21 29%	10 14%	8 11%	8 11%
On how to make a complaint (e.g. our complaints procedure leaflet or the information on our website)?	8 11%	16 22%	17 23%	5 7%	14 19%
Professionalism and Staff Attitude Questions	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Someone took responsibility for dealing with your complaint?	12 16%	19 26%	13 18%	5 7%	17 23%
How well the complaints handling staff did their jobs?	11 15%	14 19%	13 18%	6 8%	15 21%

Table H (iii): Customer Satisfaction Feedback Survey (2017-18)

Note that the satisfaction surveys were amended in 2017 and a simplified, reduced set of questions is now sent to complainants to obtain their feedback.

Service Delivery Questions	Very satisfied	Satisfied	Neither nor	Dissatisfied	Very Dissatisfied
If you said 'yes', how satisfied are you that we followed the policy in dealing with your complaint?	2 12%	1 6%	1 6%	0 0%	13 76%
Please rate your level of satisfaction with how our staff handled your complaint.	27 20%	6 4%	34 25%	21 15%	50 36%
I felt that staff understood my complaint.	10 14%	9 12%	9 12%	10 14%	35 48%
The response covered all aspects of my complaint.	7 9%	9 12%	8 10%	17 22%	36 47%
I received a full and clear explanation of the outcome of my complaint.	4 6%	9 13%	11 16%	10 14%	36 51%
I was satisfied with the outcome of my complaint.	11 15%	5 7%	8 11%	8 11%	40 56%
Timeliness Questions					
	Very satisfied	Satisfied	Neither nor	Dissatisfied	Very Dissatisfied
How satisfied were you with the time we took to provide a response to your complaint?	13 19%	3 4%	8 11%	14 20%	32 46%
From the day you reported your complaint, how long did it take us to provide you with a response?	0-5 days	6-10 days	11-15 days	16-20 days	20+ days
	12 22%	8 15%	5 9%	0 0%	29 54%
Professionalism and Staff Attitude Questions					
	Very satisfied	Satisfied	Neither nor	Dissatisfied	Very Dissatisfied
I felt that staff listened to me.	12 17%	6 8%	9 13%	9 13%	36 50%
The staff kept me updated on the progress of my complaint.	7 10%	9 12%	11 15%	10 14%	36 49%
Information Question					
	Very satisfied	Satisfied	Neither nor	Dissatisfied	Very Dissatisfied
The timeline involved in my complaint was clearly outlined to me.	7 10%	12 18%	13 19%	6 9%	30 44%

Table I: Percentage of complaints by department (2014-15 to 2017-18)

Given the types of service provided by each department, it is not surprising that the proportion of complaints dealt with by each department in 2017-18 is broadly like previous years and is very close to the 2016-17 proportions. Environmental Services has the most direct contact with users of council services and receives the lion's share of complaints.

Figure 23: Percentage of complaints by department (2014-15 to 2017-18)

