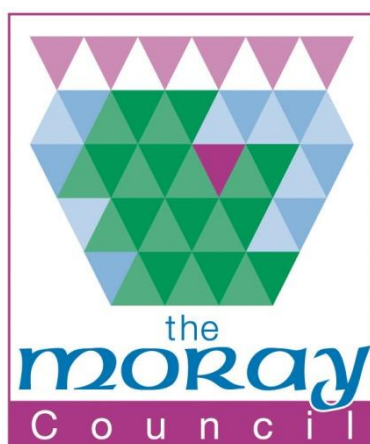


The Moray Council

Complaints Handling Annual Report



2015/16

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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 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 front line stage or through a more detailed, thorough investigation within respective timescales. 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 each and every complaint we receive.

Roddy Burns
Chief Executive

2. Introduction

- 2.1 This Complaints Handling Annual Report summarises the Council's performance in terms of handling customer complaints received between 01 April 2015 and 31 March 2016.
- 2.2 The 2015-2016 reporting period provides the third full year of data under the new model Complaints Handling Procedure (CHP). This annual report is presented in accordance with the SPSO's National Performance Framework, which was published in August 2013. The SPSO Complaints Standard Authority developed a suite of eight performance indicators (PIs) in association with the Local Authority Complaint Handlers Network (LACHN) on which we are represented. These performance 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.
 - 2.2.1 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.
- 2.3 Our complaints procedure has two stages:
 - **Stage one** – 'front line 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.
- 2.4 Following completion of our complaints process, if a customer remains dissatisfied they can ask the SPSO to consider their complaint further.
- 2.5 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.

- 2.6 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').
- 2.7 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 front line 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.

3. Executive Summary

- 3.1. 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 the expectations of our customers. The Council welcomes public 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 communication tool and are encouraged. The PIs 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.
- 3.2. 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.
- 3.3. The complaints performance data contained within this report will also inform the Council's Annual Public Performance Report 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.
- 3.4. 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 great detail in this report. Social work complaints will align with the model CHP on 1 April 2017 and will be included in the 2017-18 annual report.

4. 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 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 PIs 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 2015-16 figures for relevant indicators will be provided in this section together with 2014-15 figures to allow for benchmark comparisons. A breakdown of indicator figures for services is included as an appendix.

4.1 Indicator 1

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 (front line 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	2014-15	2015-16
Total number of received	490	460
Population (mid-year population estimate)	94,750	95,510
Number of complaints per 1,000 population	5.17	4.82

*Some of the complaints dealt with during the period relate to complaints raised before April 2015, and some raised in March 2016 would be unresolved before the end of March 2015. So there will not be a direct correlation between numbers received and numbers responded to.

Compared to the 2014-15 figures, there has been a reduction of around 6% in the number of complaints received and a slight rise of around 1% in the population size. Consequently, the number of complaints per 1,000 population has reduced by 7.2% compared to 2014-15 (Table 1).

This reduction can be seen as positive and reflects public confidence in reporting complaints; however it had been hoped to see an increase in complaint recording. In February 2016, at a complaints meeting with Head Teachers, it was identified that schools were not recording minor complaint matters. This under recording has clearly impacted on school and overall figures. Greater recording in this area would have seen us achieve our aim of increasing complaint recording.

To put these figures in context the average number of complaints received by local authorities in Scotland was 13.06 per 1,000 population in 2014-15 (the latest published data). However, due to differences in how councils categorise and record complaints, this is not a definitive comparison.

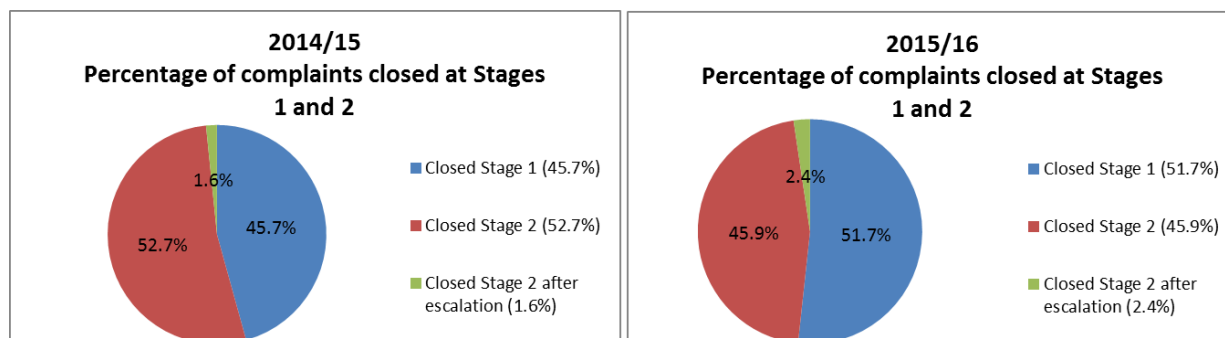
4.2 Indicator 2

This indicator provides information on the number of complaints closed at stage one and stage two as a percentage of the 462 closed complaints (*note that there were 468 complaints received with 6 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)



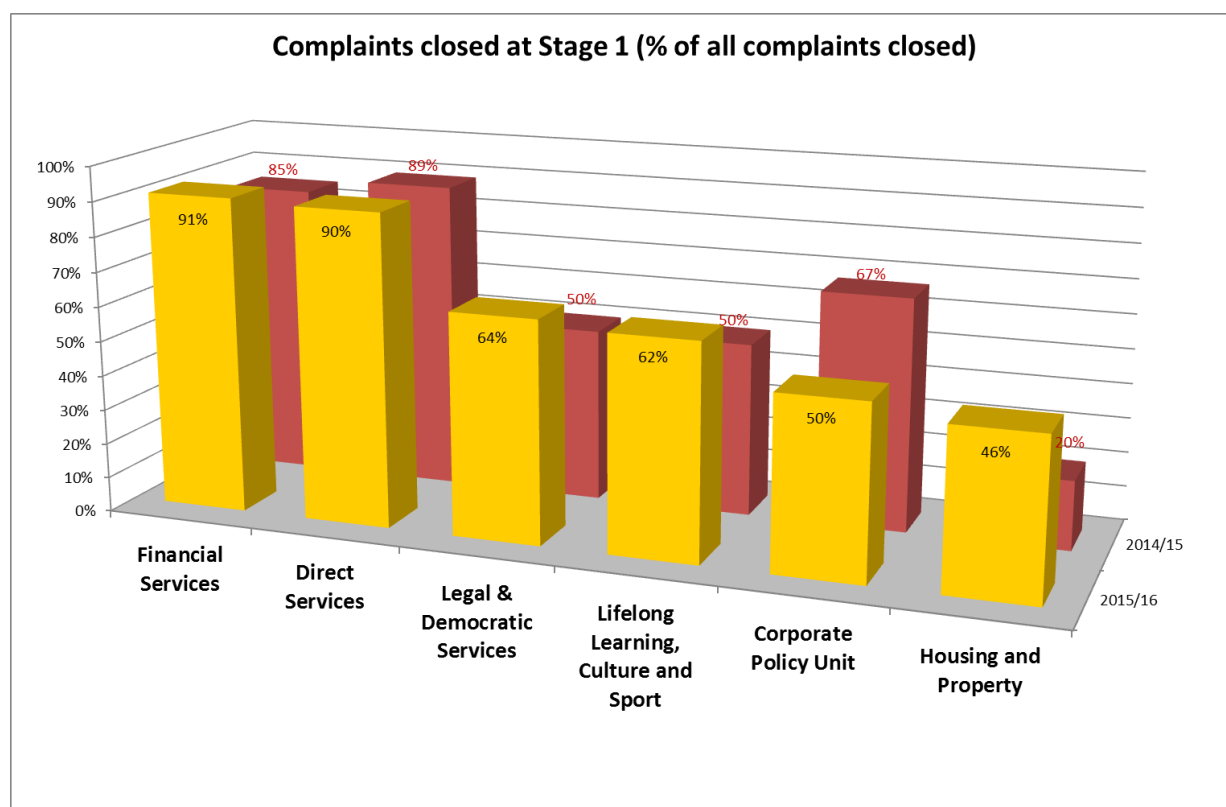
During the year our ratio of complaints dealt with at front line resolution stage compared to those dealt with at the investigation stage showed a marked improvement from 2014-15 (Figure 1). This year more than half the complaints were resolved at the front line stage (51.7%), whereas in 2014-15 fewer than half of all complaints were resolved at this stage (45.7%). While the overall performance for the year has fallen short of our aim of resolving the majority of complaints at the front line resolution stage, there are indications that progress has been made during the year.

Indeed, during the fourth quarter 74% of complaints closed were resolved at the front line resolution stage, which continued the trend observed throughout the year (29% in quarter 1, 31% in quarter 2 and 58% in quarter 3). This performance reverses the trend of 2014-15 and is due to the renewed emphasis on highlighting the complaints model to individual services at the quarterly Complaints Administration Group meetings, and working closely with departments to share best practice.

Similar to reporting period 2014-15, Environmental Services received the majority of complaints – 318 (68%). This is to be expected as they are responsible for busy service provision such as roads, waste management and planning where complaints often arise. Education and Social Care were the next highest – 102 (22%). Corporate Services – 46 (9%) and the Chief Executive's office – 5 (1%) received the remaining complaints. (Figure 23 – Appendix).

Direct Services continued to lead the way in resolving complaints at front line – 107 (90%). Financial Services also performed well, closing 29 of 32 (91%) complaints at front line. Complaints to these service areas tend to be of a less complex nature and are easily looked into and resolved. Housing and Property showed the greatest improvement recording a 26% increase in resolving complaints at front line stage (Figure 2). Head of Housing and Property Services met with the Scottish Housing Regulator where it was agreed that greater emphasis should be placed upon resolving high volume repair complaints at front line stage. This approach was encouraged through management briefings resulting in the significant improvement.

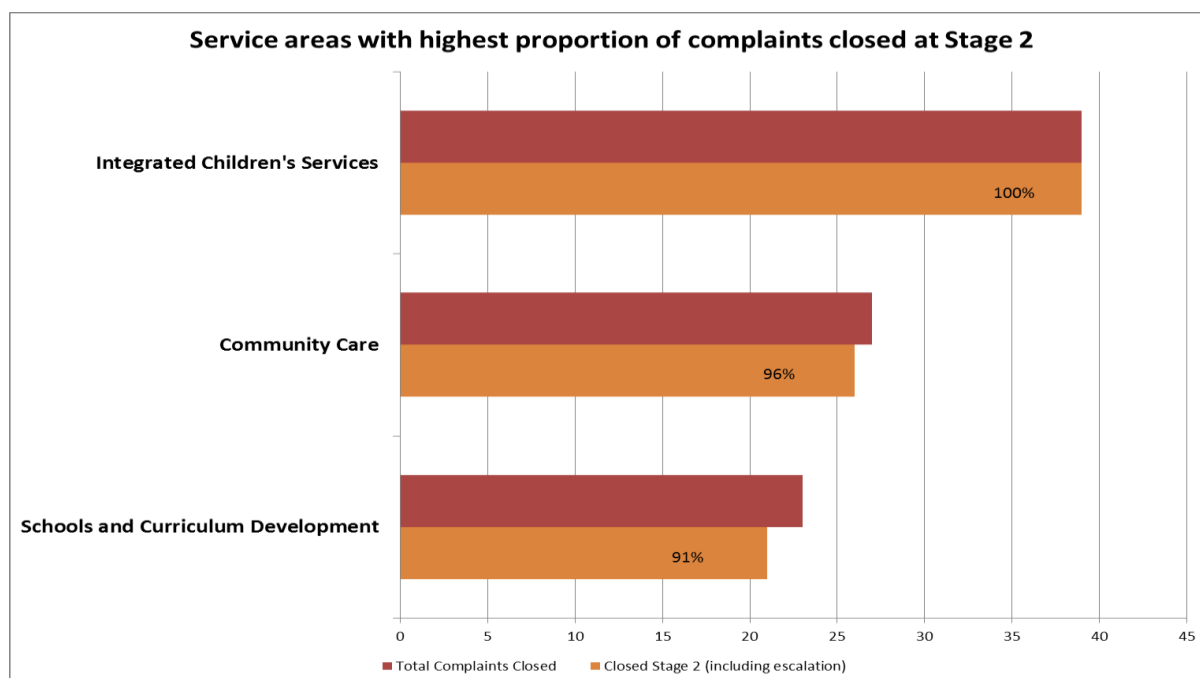
Figure 2: Complaints closed at Stage 1 as a % of all complaints closed (2014-15 & 2015-16)



However, some services continue to resolve the majority of, if not all, complaints at the investigative stage. All of the 39 Integrated Children's Services complaints were dealt with at stage

two, as were 26 of the 27 complaints raised against Community Care (96%). In addition, 21 of the 23 Schools and Curriculum Development (91%) complaints were resolved at stage 2 (Figure 3).

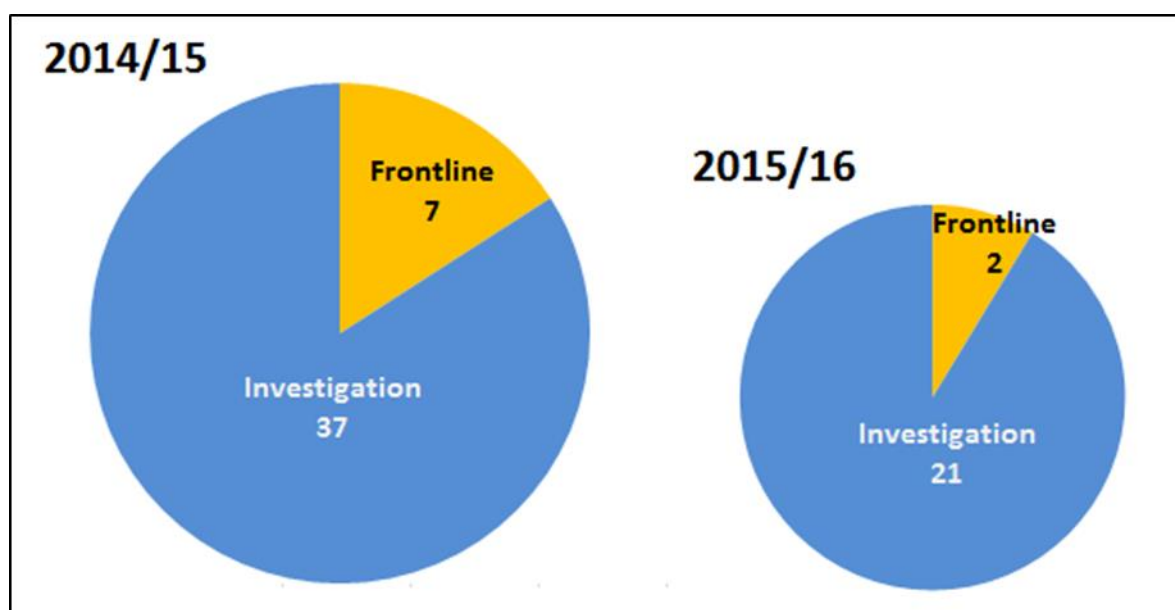
Figure 3: Complaints closed at Stage 2 as a % of all complaints closed (2014-15 & 2015-16)



Stage 2 complaints often involve speaking with several witnesses, meeting with complainants and liaising with partner agencies. Concluding these enquiries and providing a written response to a complainant normally exceeds five working days.

Almost 50% fewer complaints were received by Schools and Curriculum (Figure 4). Of the 23 recorded, only two (9%) were resolved at front line stage. As previously alluded to, it was identified at a complaints meeting with Head Teachers, that minor complaints were not being recorded in schools. This under-recording is a missed opportunity to learn and improve services provided by schools. A meeting with Head of Schools and Curriculum Development is to take place to address this.

Figure 4: Schools and Curriculum Development complaints resolved (2014-15 & 2015-16)



4.3 Indicator 3

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

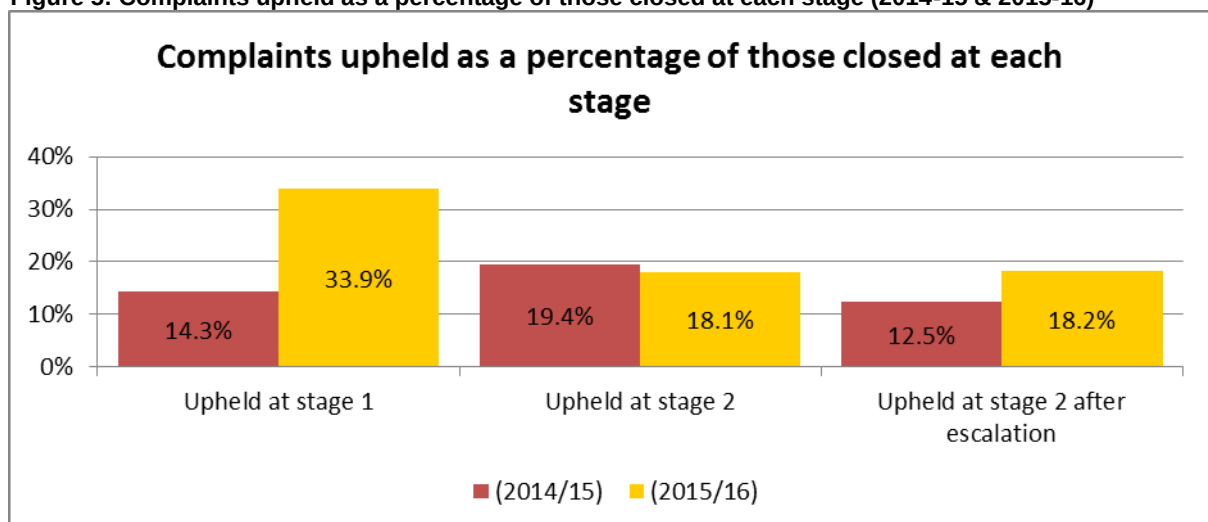
This indicator will report:

- 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.

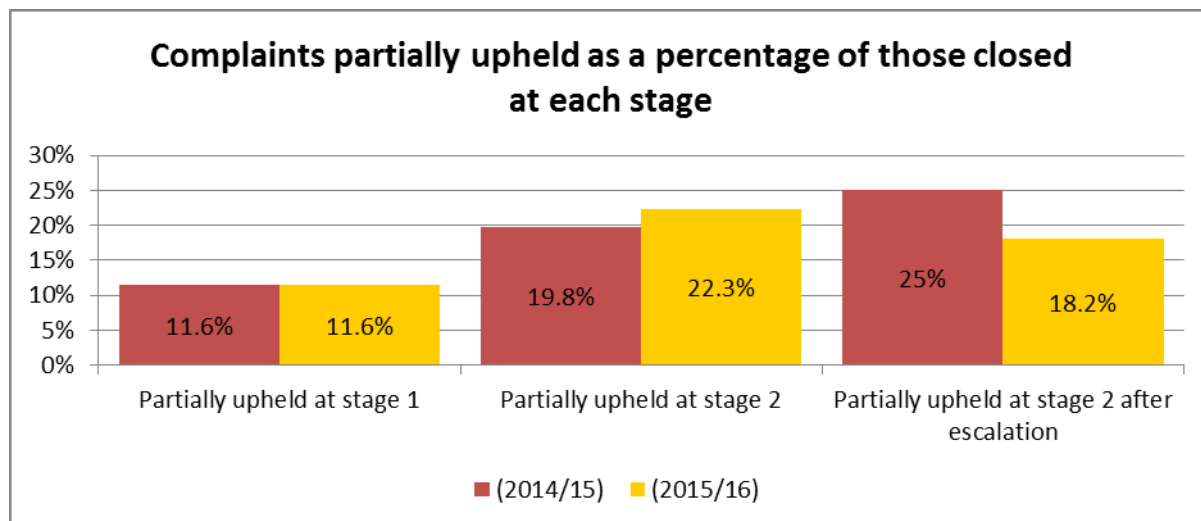
Upheld Complaints

Figure 5: Complaints upheld as a percentage of those closed at each stage (2014-15 & 2015-16)



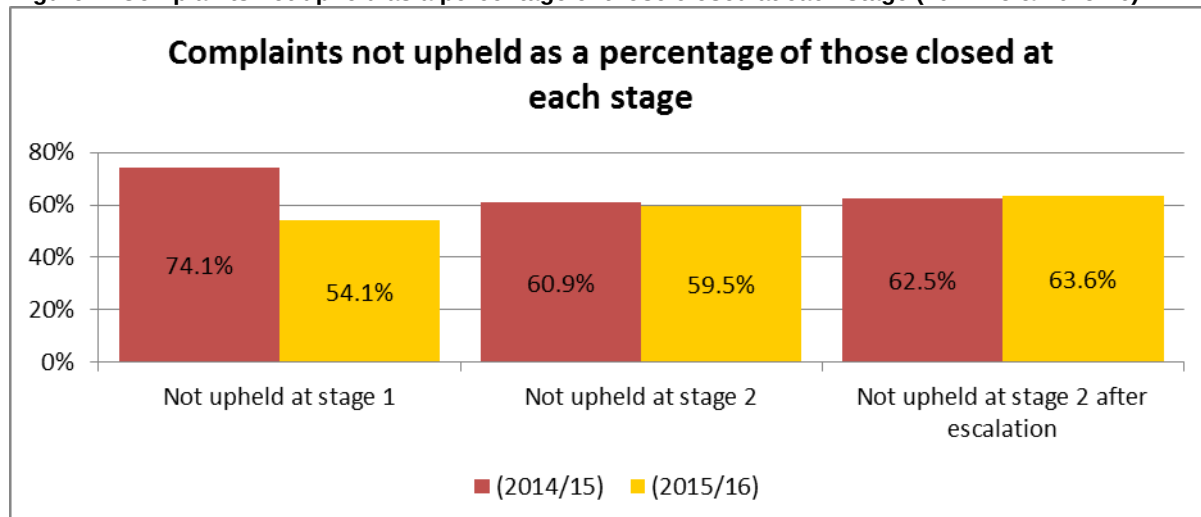
Partially Upheld Complaints

Figure 6: Complaints partially upheld as a percentage of those closed at each stage (2014-15 & 2015-16)



Not Upheld Complaints

Figure 7: Complaints not upheld as a percentage of those closed at each stage (2014-15 & 2015-16)



The most significant change from 2014-15 was the outcome of front line (stage one) complaints. In 2015-16 almost half (46%) of all complaints closed were 'upheld', or 'partially upheld', at front line (stage one), compared to just one-quarter in 2014-15. This demonstrates that staff are showing greater confidence in acknowledging mistakes, allowing for learning and improvement to be made.

For stage two complaints (investigation and escalated) the proportion 'upheld', or 'partially upheld', in 2015-16 was 40%, virtually unchanged from 39% in the previous year.

For all the complaints closed during 2015-16, at both stages one and two, 43% were fully 'upheld' or 'partially upheld' overall, compared to 33% in 2014-15. This would suggest that many customers are raising genuine 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

This represents 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 & 2015-16)

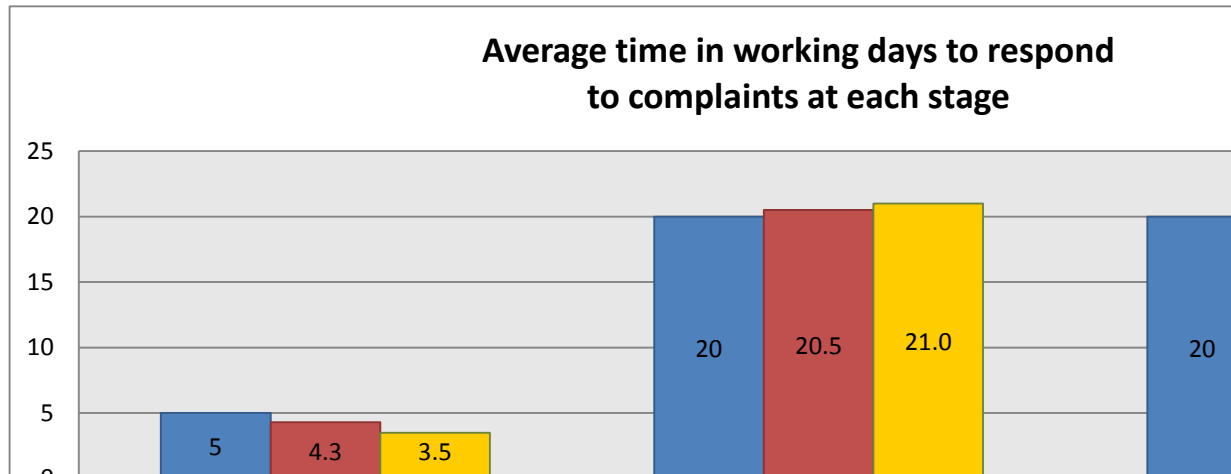
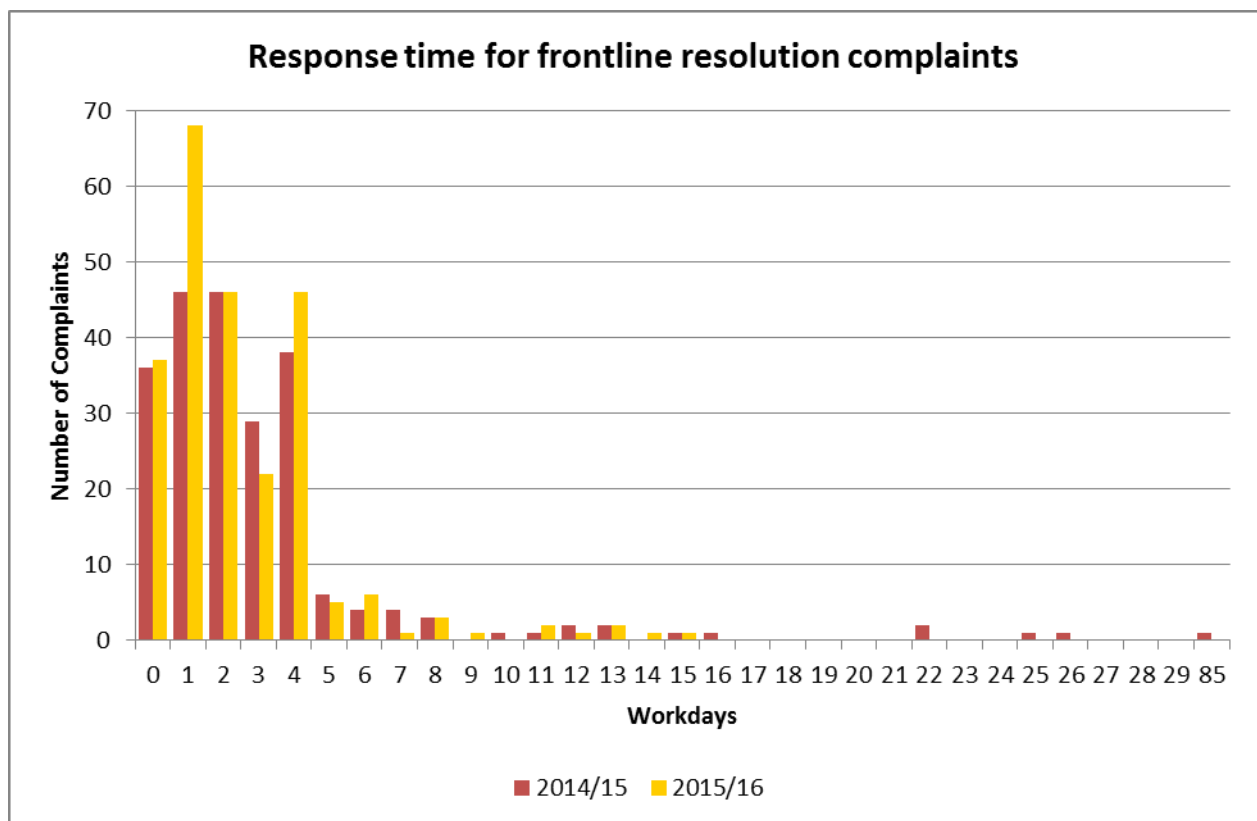


Figure 9: Response Time for frontline resolution complaints (2014-15 & 2015-16)



The average number of days taken to respond to complaints is generally below the SPSO's five and 20 day timescales. 93% of all front line complaints were closed within five days, 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.

Front line resolution times, on average, are one day shorter than in 2014-15, while the average time for resolving all stage two complaints (investigation and escalated investigation) is 21.1 days; just outside the CHP's guidelines.

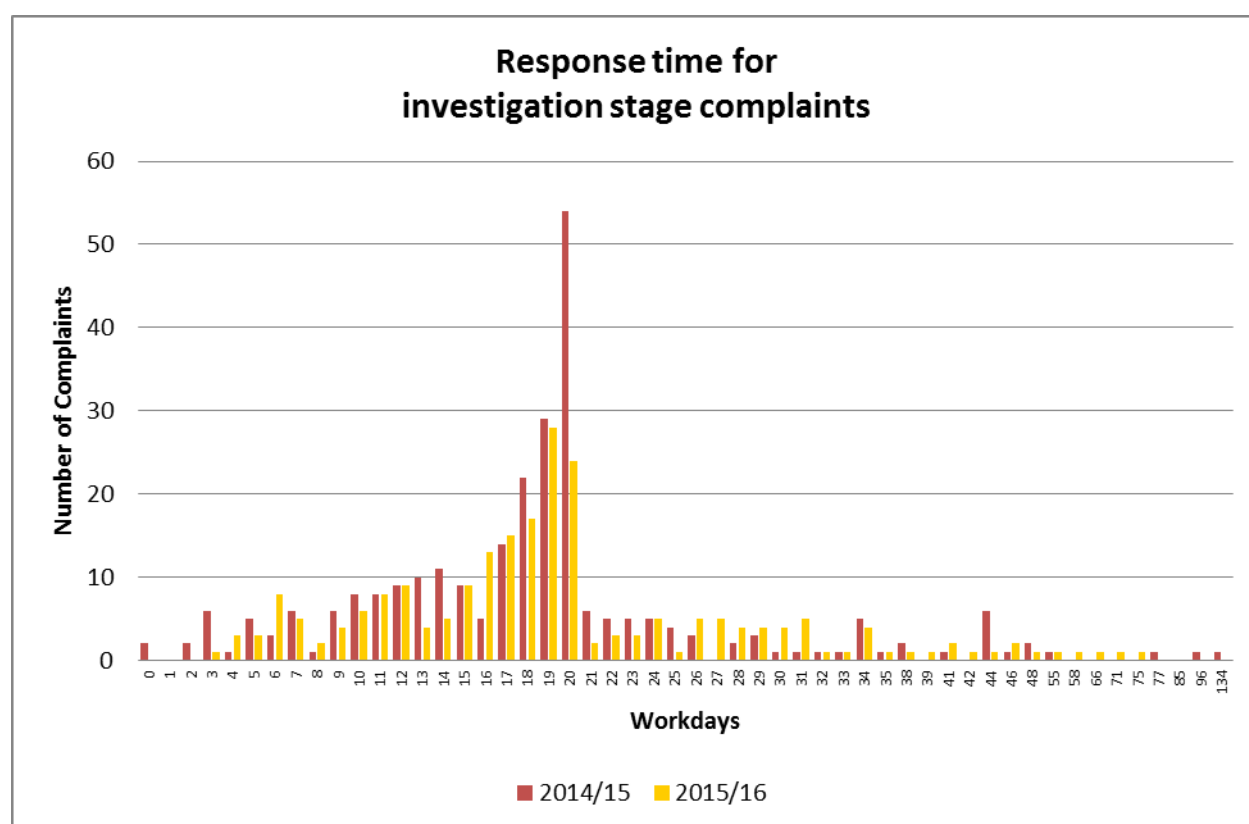
The majority of 'front line resolution' complaints are dealt with within five working days, with just 3% exceeding the maximum extension period of 10 working days, compared to 6% in 2014-15. Those complaints extended should have been closed as a front line resolution complaint (stage one) and

re-assigned as an investigation (stage two). Closer monitoring and reinforcement of process stages is being used to improve on this performance.

Eighteen of the front line complaints closed during 2015-16 took longer than five days. The majority (eight) were complaints relating to Direct Services, and ranged from one day overdue to 10 working days late. Housing & Property Services had three late front line complaints, but all were completed within nine working days. The remainder of the late front line complaints had been raised against Development Services; Legal & Democratic Services; Lifelong Learning, Culture & Sport; and Schools & Curriculum Development.

Compared to 2014-15 there are fewer complaints taking longer than 10 days, and none took longer than 15 working days, compared to the six in 2014-15, including one front line complaint that took 85 days to close. This demonstrates a significant improvement in the implementation of the CHP, while still leaving some room for further improvement.

Figure 10: Response time for Investigation Stage Complaints (including Escalated Investigations) (2014-15 & 2015-16)



The majority of investigations are responded to within the 20 day timescale or within agreed extension periods. Of the 226 complaints closed at stage two (investigation and escalated) 62 (27%) took longer than the target response time. Integrated Children's Services complaints often require investigation of lengthy and complicated issues. This accounts for 20 of their investigations taking more than 20 days to complete (around half of the complaints investigated by the Service), and two taking longer than 70 working days to be concluded.

More complaints are being closed when they are complete although there remains a surge at 19-20 days indicating a final rush to conclude a complaint within 20 days. A better spread of closing shows that the complaints are taking only as long as they need.

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 CHP requires complaints to be closed within five working stays 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 & 2015-16)

Performance Against Timescales	2014-15			2015-16		
	Total no. of complaints	No. of complaints within timescales	Meeting target times	Total no. of complaints	No. of complaints within timescales	Meeting target times
Number of complaints closed at stage one within 5 working days as a %	224	195	87%	242	224	93%
Number of complaints closed at stage two within 20 working days as a %	258	146	57%	215	157	73%
Number of escalated complaints closed at stage two within 20 working days as a %	8	8	100%	11	7	64%

The Council have performed well in closing the majority of front line (93%) complaints within the target times, a 6% improvement on the previous year. They have performed less well in closing stage two complaints within 20 working days (73%), although this is again a significant improvement on the 2014-15 performance of 57%. Our performance has dropped for escalated complaints where we failed to meet our timescales for four complaints. One of these involved a case where there was difficulty in accessing files and the complainant had not attended several pre-arranged meetings. Two resulted from the Complaints officer having to review and re-investigate complaints arising from requests from the SPSO. The remaining one was as a result of a staff member not closing it on time.

These performance issues have been discussed at the Complaints Administration Group and raised through quarterly management reports, with a request for closer monitoring and reinforcement when required to improve further on this performance. It is intended to provide complaint training to services to raise awareness and improve 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 CHP 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 % all complaints at stage one
- number of complaints closed at stage two where extension was authorised, as a % all complaints at stage two

This is an area where there is room for improvement, and where performance has stagnated.

Table 3: Indicator 6 – Extensions (2014-15 & 2015-16)

Number of cases where an extension is authorised	2014-15			2015-16		
	Total no. of overdue complaints	No. of complaints with authorised extensions	Percentage with extensions	Total no. of overdue complaints	No. of complaints With authorised extensions	Percentage with extensions
% of complaints at stage one where the extension was authorised	30	5	16.7%	18	1	6%
% of complaints at stage two where the extension was authorised	113	16	14.2%	63	24	38%

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 a number of potential witnesses and for a need to gather reports from a variety of sources. A senior manager must always approve such an extension before it is granted and this is recorded with revised time limits on our complaints database.

However, as the data in Table 3 testifies, the majority of complaints taking longer than the stipulated times do not receive such approvals.

Figure 11 gives a breakdown by service where front line complaints were extended without authorisation with the exception of one complaint that was authorised.

Figure 12 gives a breakdown by service where investigation complaints were extended without authorisation compared to those where authorisation had been given.

Figure 11: Front line complaints not responded to in stipulated timescales, without authorised extensions (2015-16)

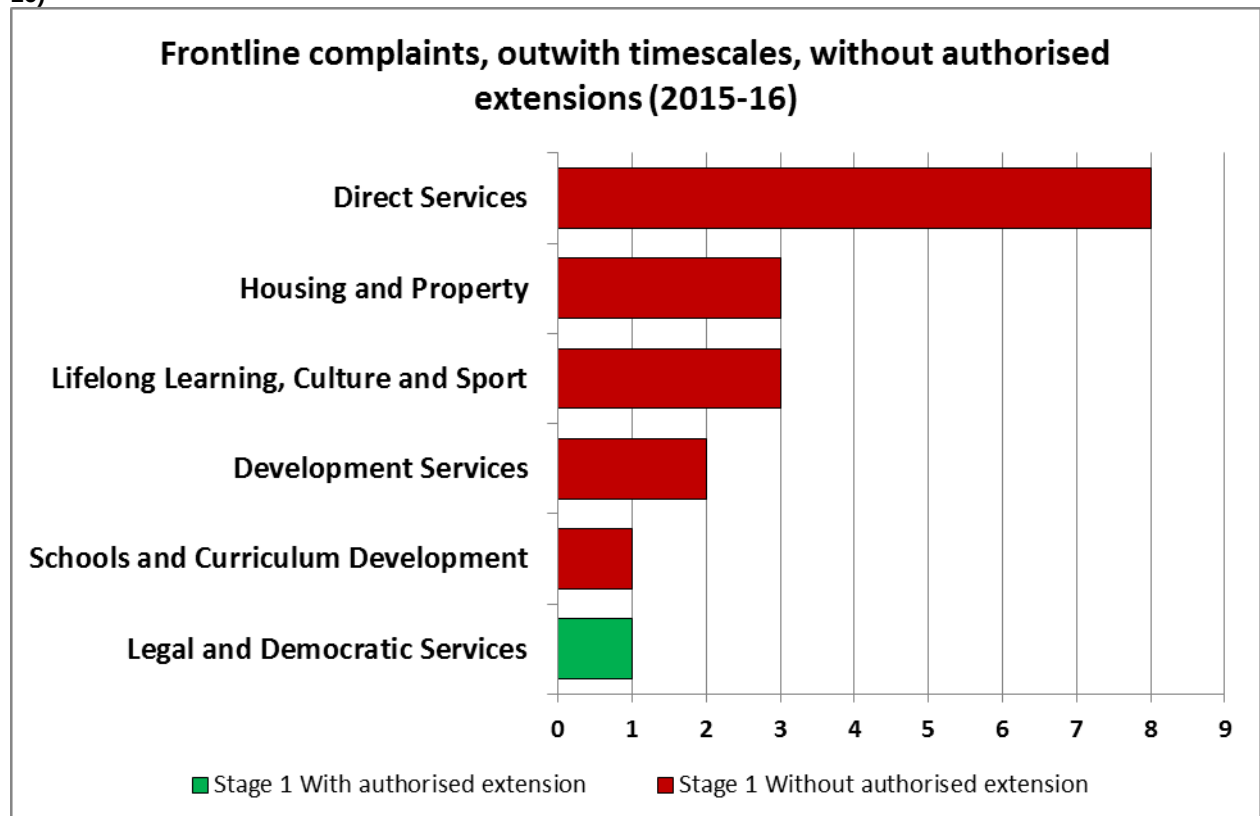
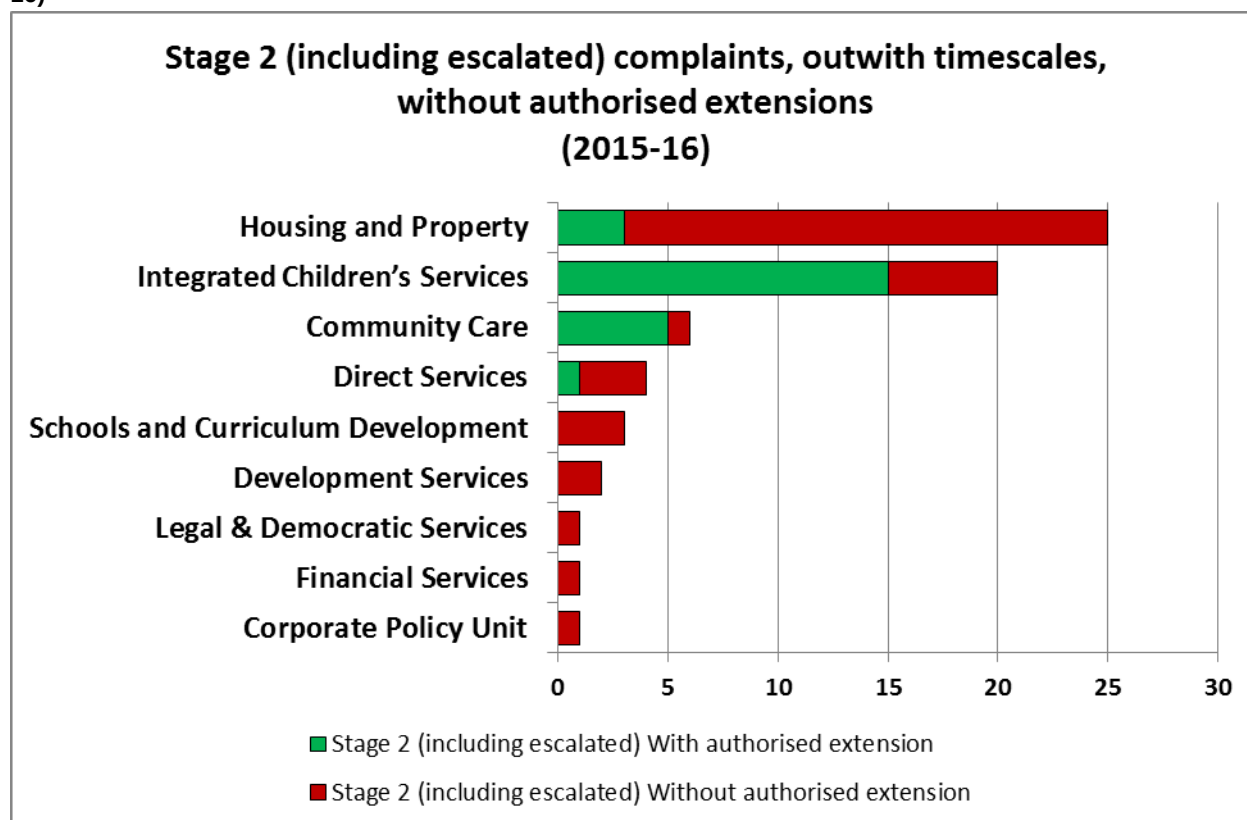


Figure 12: Stage 2 (including escalated) complaints not responded to in stipulated timescales, without authorised extensions (2015-16)



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 procedure and service provision.

In assessing customer satisfaction within the complaints service, the quality outcomes the Council ask complainants to consider include:

- 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

4.7.1 Customer Satisfaction Feedback Survey

A Complaints Handling Customer Feedback Survey was carried out between April 2015 and March 2016. There were 350 surveys sent out, 175 post and 175 by email. We received 35 (20%) postal responses and 56 (32%) online responses, giving an overall survey response of 91 (26%). The survey considered 5 factors; service delivery; information; timeliness; staff professionalism and staff attitude.

It is recognised that customers don't always get the outcome they seek and this can be reflected in their survey response, even when they are being asked to comment on the complaints handling process rather than the outcome. This is evident in some responses where the majority of their survey is not completed and only one statement relating to their continued complaint dissatisfaction is entered.

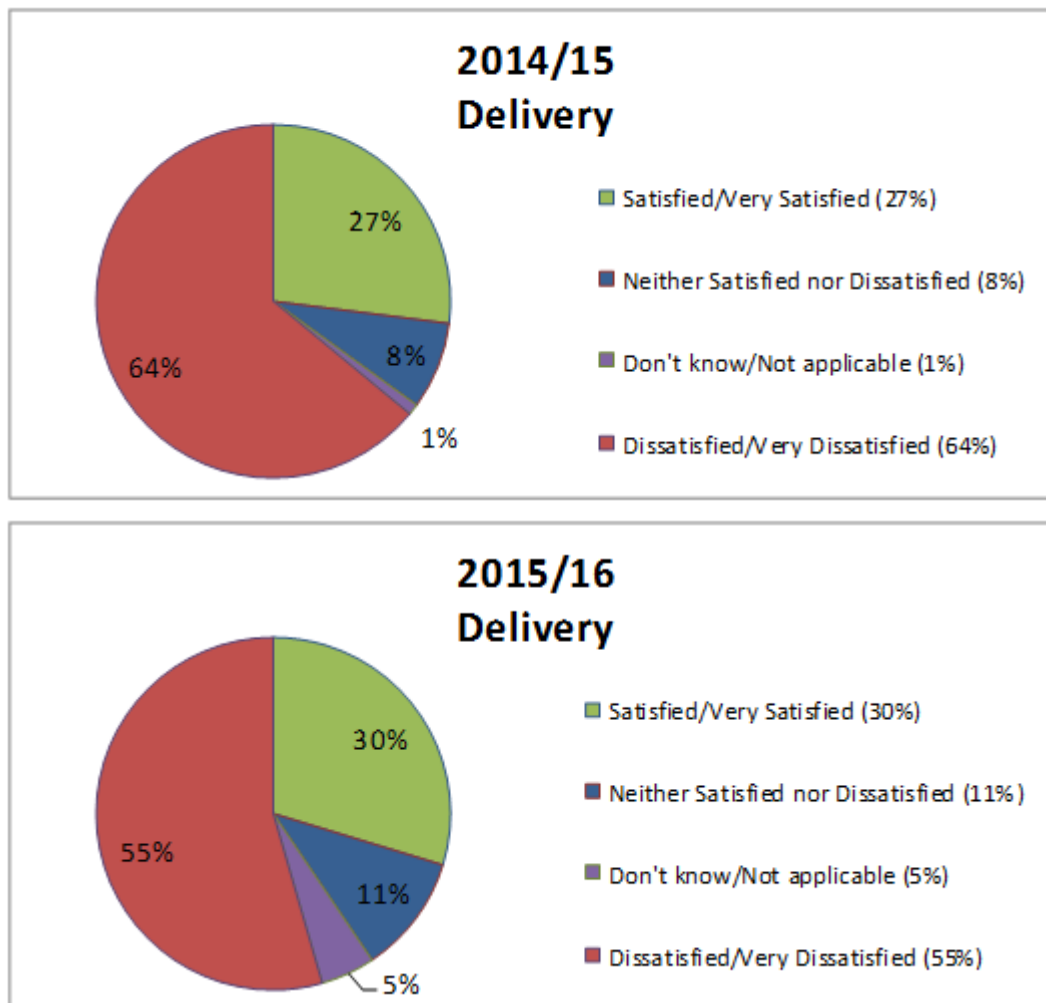
Regardless of this, constructive customer feedback will always be welcomed as it provides us with an opportunity to learn from and improve upon the way we deal with customers and provide services.

It was encouraging to see some customers praising our explanation of policy and procedure and also the positive attitude of those staff members initially recording the complaints.

General customer dissatisfaction of their complaints centred on; not updating customers; not adhering to policy timescales; poor handling of complaint issues; not taking the issues seriously; investigating staff appearing disinterested; not apologising for service failures.

4.7.2 Service Delivery

Figure 16: Customer Satisfaction Survey – Service Delivery (2014-15 & 2015-16)



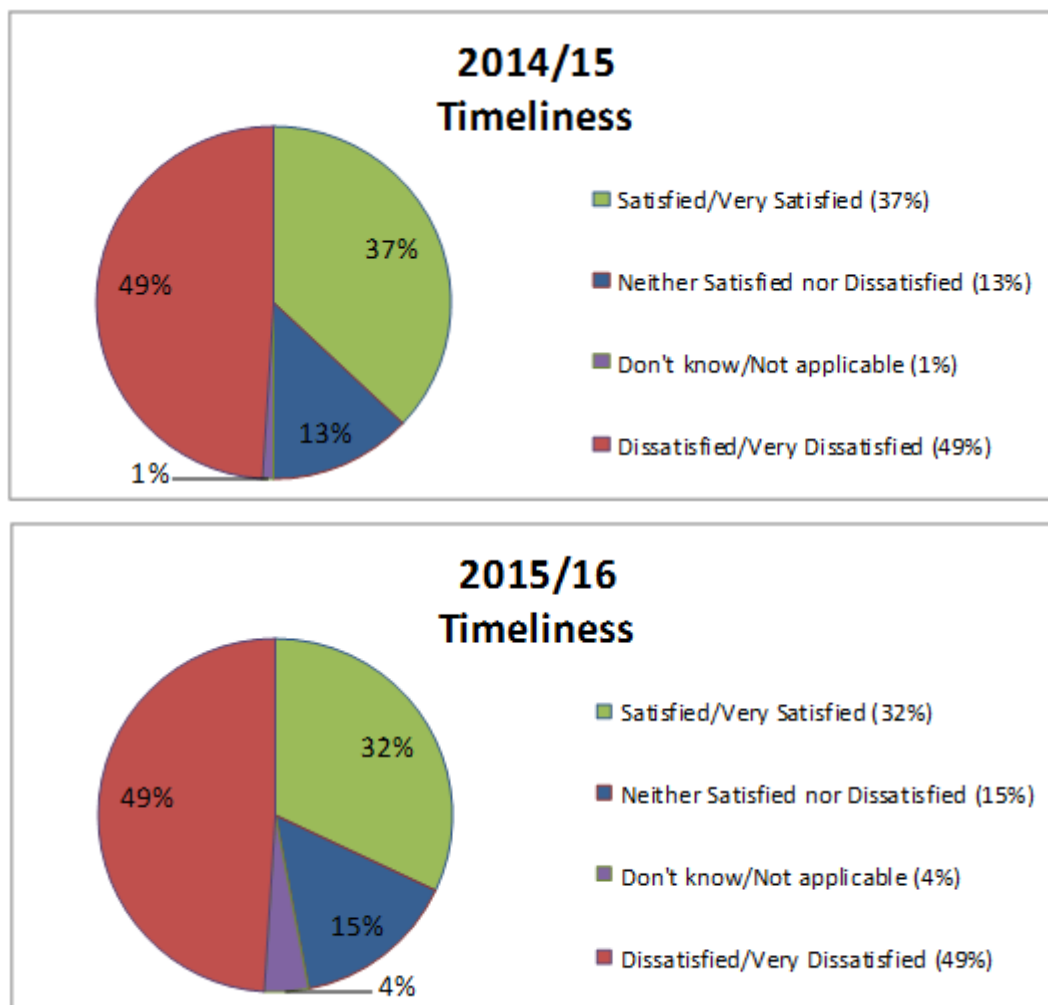
Customers were asked about; the overall service our staff provided and how we finally responded to their complaint.

Comments regarding staff were mixed, with 55% of customers stating they were 'dissatisfied' or 'very dissatisfied' with how well Council staff handled their complaint. This is an improvement from 2014-15 where overall dissatisfaction was at 64%. Additionally, the proportion of those who were 'satisfied' or 'very satisfied' slightly increased to 30%, up from 27% in the previous year.

54% of customers were 'dissatisfied' or 'very dissatisfied' with their final response, which is an improvement on the 61% who responded negatively in 2014-15. Leaving the complaint issue unanswered; staff being defensive; not explaining policy and procedure are some of the common issues that contributed to customer dissatisfaction.

4.7.3 Timeliness

Figure 17: Customer Satisfaction Survey – Timeliness (2014-15 & 2015-16)



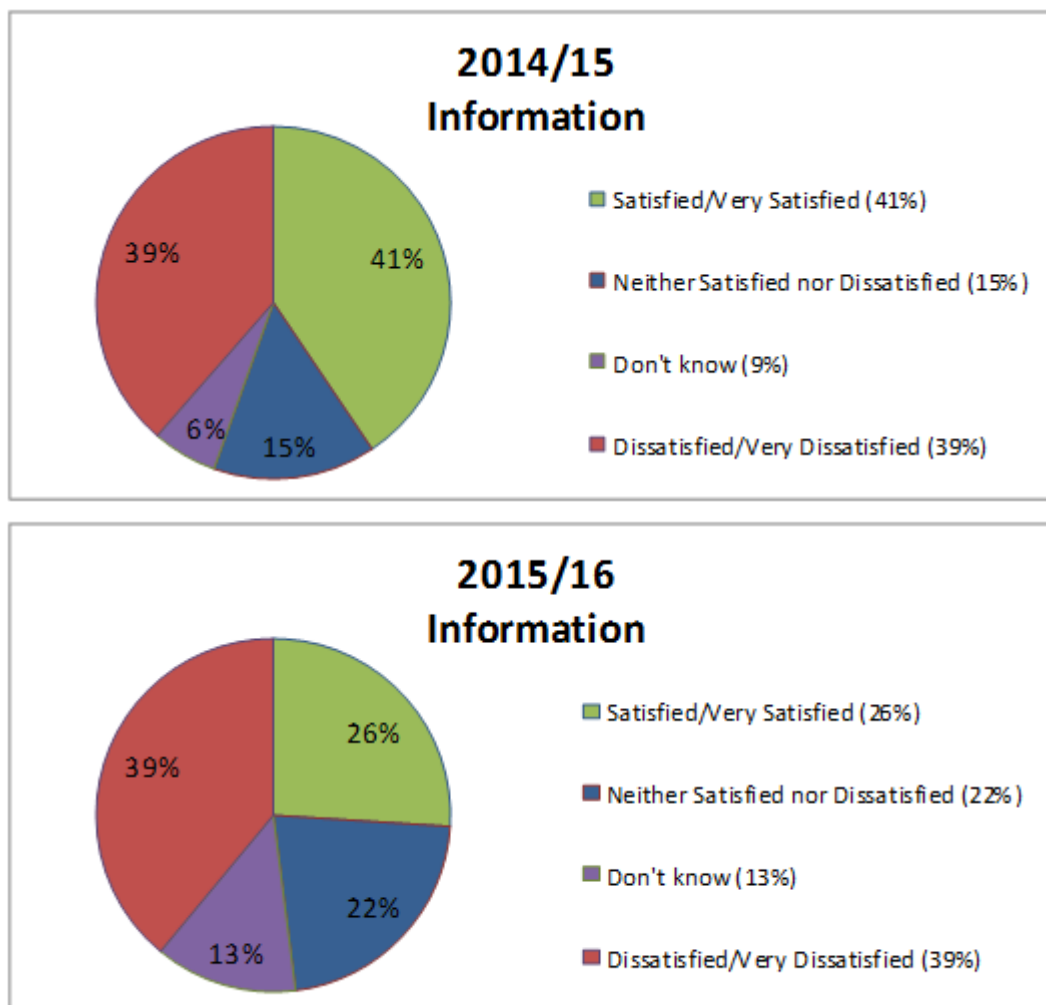
Timeliness is an issue within the complaint process, with almost half of the customers being either dissatisfied or very dissatisfied with the service provision.

Customer satisfaction has decreased from 37% (2014-15) to 32% (2015-16) highlighting that customers feel that services are not resolving their complaints within timescales. The statistics in the Appendix (Tables D and F) and at sections 4.4 and 4.5 above contradict this. They illustrate that survey perceptions are not supported by the data and complaints are being dealt with more quickly than in previous years. Lack of explanation of our policy timescales was a common customer complaint issue meaning that although we are adhering to timescales, we are not explaining them to the customer.

It is worth noting that some complaints can be more complex, requiring lengthy investigation. Such enquiries often take us out with timescales and is an area where need to ensure we are having extensions authorised and agreed with customers.

4.7.4 Information

Figure 18: Customer Satisfaction Survey – Information (2014-15 & 2015-16)



Information is a key aspect of a complaint policy and we asked customers; about the quality of information given to make a complaint; how we responded to information provided and if we covered all the issues reported.

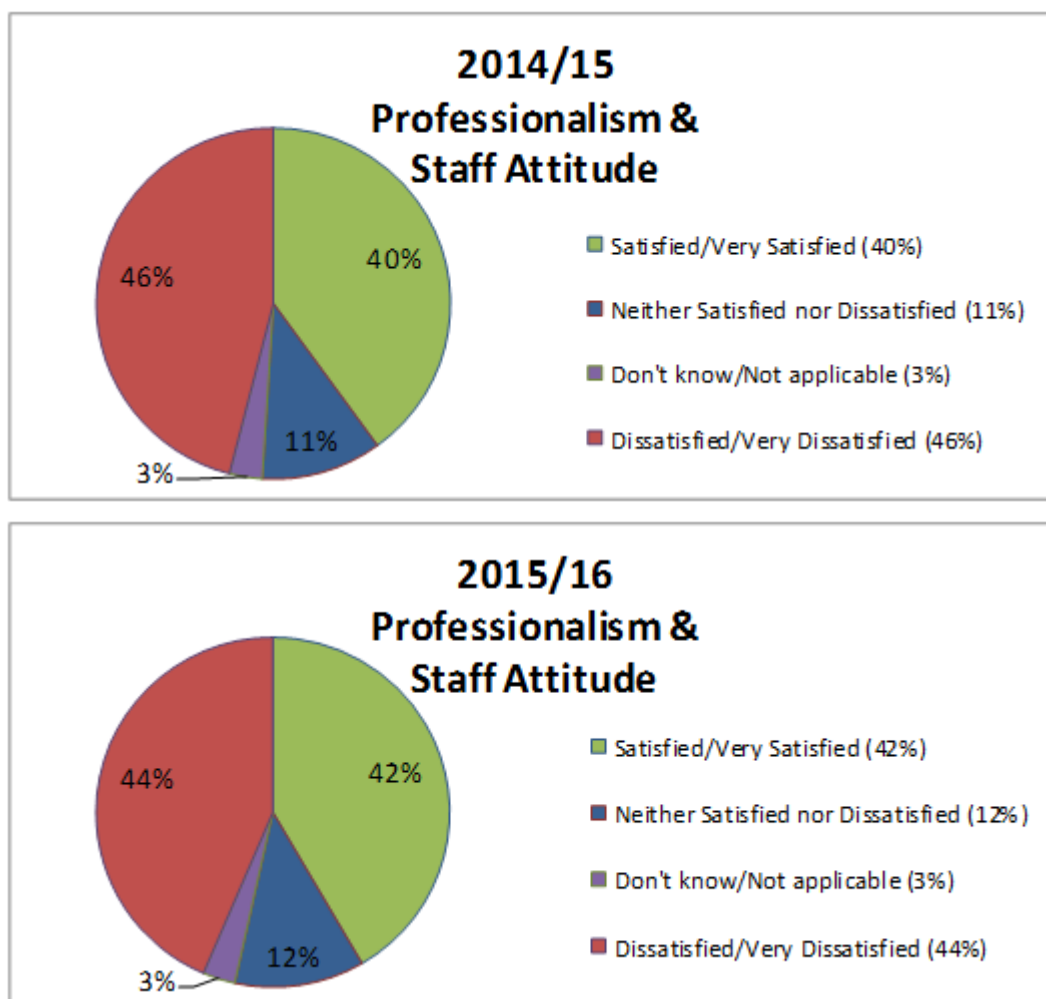
The survey results show several issues related to the information provided to customers (See Figure 18). Only 26% were positive about the ease of following the CHP this year; a significant reduction on the 41% who responded positively in 2014-15. Not answering the actual complaint was a common issue raised.

43% were not happy that the communication methods met their needs this year compared to 41% in 2014-15. Not responding, not providing final updates and not answering the actual complaint all featured as poor communication issues.

There was little change in the proportion of respondents who were "Satisfied" or "Very Satisfied" on how to make a complaint, 30% in 2015-16 and 32% in 2014-15.

4.7.5 Professionalism and Staff Attitude

Figure 19: Customer Satisfaction Survey – Professionalism & Staff Attitude (2014-15 & 2015-16)

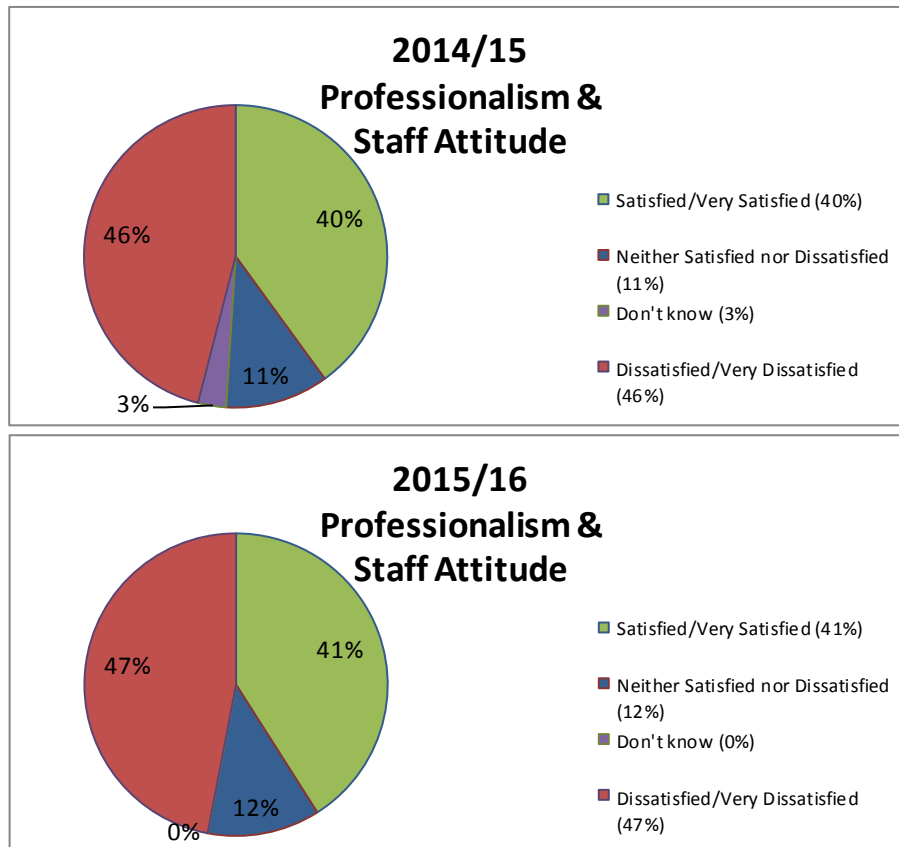


43% customers indicated that they did not feel that a member of staff took responsibility for their complaint compared to 47% in 2014-15. On occasion, complaints pass through several services before being dealt with and it isn't always being made clear to the customer who has ownership of the complaint. Occasionally a complaint extended across several services and this is an area where we failed to explain who would take responsibility to resolve all issues.

Client feedback on how well staff handling complaints was marginally lower than last year with 39% reporting they were 'satisfied' or 'very satisfied'. In 2014-15 this figure was 40%.

4.7.6 Professionalism and Staff Attitude

Figure 19: Customer Satisfaction Survey – Professionalism & Staff Attitude (2014-15 & 2015-16)



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.

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. Our intention is to move to a new complaints handling system so that consistency of recording can take place for all services.

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 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 2015-16:

Table 4: Actions taken in response to complaints upheld (2015-16)

Department	You said...	We listened and took the following action...
Chief Executive	1. Your emails to our Complaints Officer (retired) had not been responded to. 2. That the Chief Executive wouldn't meet.	Failure to respond to the emails, that included the request to meet the Chief Executive, resulted from the retirement of a staff member. This was shared with management to ensure, where possible, that retiring staff fully conclude their enquiries or detail outstanding actions for others to conclude. We apologised for our failure, upheld this aspect of the complaint and overall recorded the complaint as partially upheld as other aspects of the complaint were not upheld.
Financial Services	We agreed to delay your direct debit payment for your council tax.	In error we collected the council tax early by direct debit, resulting in bank charges being incurred. We apologised for our error, upheld the complaint and reimbursed the early payment and charges. The staff error was raised at a management briefing for staff awareness.
Legal and Democratic Services	Being an elderly customer, you attended a remote council office and asked to discuss your financial matters in private. The staff member refused your request.	In upholding the complaint, we apologised for the poor service delivery received and provided management advice to the staff member.
Development Services	You submitted a pre-application requesting the fitting of UPVC windows for a client. We responded and made no mention that UPVC was unacceptable. An application was then submitted with fees requesting UPVC windows.	The complaint was upheld and we apologised for our failure to inform that UPVC windows were not acceptable. The application fees were reimbursed and all department staff briefed to prevent re-occurrence.
Direct Services	We attended your property and emptied the wrong recycling bin.	We upheld your complaint and apologised for our omission. We sent a vehicle out to rectify the error. Enquiry revealed an IT error resulting in the wrong recycling information being passed to staff. This was reported to IT and the fault rectified to prevent reoccurrence.
Housing and Property	You called to request a repair to a faulty and unsafe kitchen socket. We didn't adhere to the appointment time given or contact you to advise that there would be a delay. This	In upholding the complaint, we apologised for the inconvenience caused. We revised our procedure so that, in future, schedulers work around times stipulated by tenants or ensure they

Department	You said...	We listened and took the following action...
	prevented you from attending to other matters.	make contact with tenants to make a mutually agreeable alternative.
Community Care	There had been a delay in processing your 'blue badge' application.	We upheld the complaint and apologised for the delay. Issuing 'blue badges' has been recognised by councils as a problem nationally across Scotland as a result of national guidelines placing an additional need for current holders to have an Occupational Therapy examination. Increased staffing has been put in place to try to reduce the backlog.
Integrated Children's Services	Several complainants reported that the Single Point of Access was not fit for purpose following not being able to speak to anyone in a timely manner.	We upheld the complaints and apologised for our failure. On review, we increased the number of phone lines/receptionists, increased the number of social workers dealing with such initial enquires and kept one on standby to assist during busy periods.
Schools and Curriculum Development	You were unhappy about the handling of your son's exclusion. A meeting was put in place to discuss his learning difficulties and you felt that this was handled badly and that you were not given the opportunity to present information that you had gathered on behalf of your son.	We upheld the complaint and apologised for the poor way in which we handled the issue. We reviewed and revised our Exclusion Policy – having concluded that it lacked clarity and transparency. We identified a lack of communication with the complainant as the main issue for revision.

5. Impact of Digital Survey

To ensure that we are getting feedback from as many channels as possible, we are examining how we collect customers' views and ways to broaden the scope for this. For example, all of the responses to the 2014-15 Customer Satisfaction Survey were received by post. There was only a 20% response rate to the survey. To increase the rate of response digital options were considered. During the third and fourth quarters, where emails had been provided, we sent out complaint surveys to email addresses providing an online link. Between October and December 2015, we sent out 97 surveys. 55 by email with 26 responses (47%), 42 by post with 8 responses (19%). Between January and March 2016, we sent out 131 surveys. 64 by email with 37 responses (58%), 67 by post with 14 responses (21%). This makes it clear that the digital method is the best method to capture customer views.

6. Scottish Public Services Ombudsman/Benchmarking

Complaints benchmarking with other authorities is still not taking place. All councils submitted 2013-14 and 2014-15 complaints performance data to the LACHN for benchmarking purposes. Quarterly discussions were held between councils and SPSO representatives at LACHN meetings. Councils were been placed into similar size family groups with Moray Council sitting alongside the councils of North, South and East Ayrshire; East Lothian; Stirling; Perth and Kinross and Fife. Discussion on the submitted data highlighted discrepancies on how the model CHP was being implemented across the 32 local authorities in Scotland. Work is ongoing to identify these discrepancies and develop a more consistent approach. Some councils are quite rigid about what is and is not a complaint; others treat certain issues as service requests in the first instance. These

discrepancies inhibit concise recording of complaints and prevents meaningful benchmarking comparisons.

Now that the model CHP has bedded in, we can, however, benchmark against ourselves, comparing our results from this year (2015-16) against last year (2014-15). We have confined this to benchmarking of the national performance indicator statistics and drawn on information contained within service figure breakdowns in the attached appendix.

7. 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. Use of digital technology will complement written survey requests providing additional opportunity to receive public feedback.

Utilising the CHP and adhering to the robust performance management framework will help us to learn from complaints, improve services and 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. We anticipate that this will be followed by a downward trend in the coming years having responded and changed to concerns raised.

As a result of the feedback gained initially 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 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 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 the development of online survey capture methods. The addition of an easy-to-use online option may encourage greater participation.

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

Awareness of improvement issues have been raised through the Complaints Administration Group, quarterly reporting to senior management and complaint training to services management involved in complaint handling.

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	2014-15				2015-16			
	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	224 (46%)	258 (53%)	8 (1%)	490	242 (50%)	215 (48%)	11 (2%)	468
Chief Executive's Office	3 (25%)	9 (75%)	0 (0%)	12	2 (40%)	3 (60%)	0 (0%)	5
Chief Executive's Section	0 (0%)	3 (100%)	0 (0%)	3	0 (0%)	1 (100%)	0 (0%)	1
Corporate Policy Unit	2 (67%)	1 (33%)	0 (0%)	3	2 (50%)	2 (50%)	0 (0%)	4
Community Planning & Development	1 (17%)	5 (83%)	0 (0%)	6	0 (0%)	0 (0%)	0 (0%)	0
Corporate Services	26 (76%)	8 (24%)	0 (0%)	34	36 (84%)	6 (14%)	1 (2%)	43
Financial Services	22 (85%)	4 (15%)	0 (0%)	26	29 (91%)	2 (6%)	1 (3%)	32
Legal and Democratic Services	4 (50%)	4 (50%)	0 (0%)	8	7 (64%)	4 (36%)	0 (0%)	11
Environmental Services	182 (53%)	153 (45%)	6 (2%)	341	193 (61%)	116 (36%)	9 (3%)	318
Development Services	27 (54%)	23 (46%)	0 (0%)	50	12 (38%)	26 (60%)	1 (2%)	39
Direct Services	124 (89%)	9 (6%)	6 (4%)	139	107 (90%)	4 (3%)	8 (7%)	119
Housing and Property	31 (20%)	121 (80%)	0 (0%)	152	74 (46%)	86 (54%)	0 (0%)	160
Education and Social Care	13 (13%)	88 (85%)	2 (2%)	103	11 (11%)	90 (88%)	1 (1%)	102
Community Care	4 (19%)	17 (81%)	0 (0%)	21	1 (4%)	26 (96%)	0 (0%)	27
Integrated Children's Services	1 (3%)	33 (92%)	2 (6%)	36	0 (0%)	38 (97%)	1 (3%)	39
Lifelong Learning, Culture and Sport	1 (50%)	1 (50%)	0 (0%)	2	8 (62%)	5 (38%)	0 (0%)	13
Schools and Curriculum Development	7 (16%)	37 (84%)	0 (0%)	44	2 (9%)	21 (91%)	0 (0%)	23

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	2014-15				2015-16			
	Upheld	Partially Upheld	Not Upheld	Total	Upheld	Partially Upheld	Not Upheld	Total
All Council	32 (14%)	26 (12%)	166 (74%)	224	82 (34%)	29 (12%)	131 (54%)	242
Chief Executive's Office	0 (0%)	0 (0%)	3 (100%)	3	1 (50%)	0 (0%)	1 (50%)	2
Chief Executive's Section	0 (0%)	0 (0%)	0 (0%)	0	0 (0%)	0 (0%)	0 (0%)	0
Corporate Policy Unit	0 (0%)	0 (0%)	2 (100%)	2	1 (50%)	0 (0%)	1 (50%)	2
Community, Planning & Development	0 (0%)	0 (0%)	1 (100%)	1	0 (0%)	0 (0%)	0 (0%)	0
Corporate Services	9 (35%)	3 (12%)	14 (54%)	26	10 (28%)	9 (25%)	17 (47%)	36
Financial Services	9 (41%)	2 (9%)	11 (50%)	22	7 (24%)	7 (24%)	15 (52%)	29
Legal and Democratic Services	0 (0%)	1 (25%)	3 (75%)	4	3 (43%)	2 (29%)	2 (29%)	7
Environmental Services	20 (11%)	22 (12%)	140 (77%)	182	70 (36%)	17 (9%)	106 (55%)	193
Development Services	3 (11%)	8 (30%)	16 (59%)	27	1 (8%)	3 (25%)	8 (67%)	12
Direct Services	10 (8%)	10 (8%)	104 (84%)	124	28 (26%)	11 (10%)	68 (64%)	107
Housing and Property	7 (23%)	4 (13%)	20 (65%)	31	41 (55%)	3 (4%)	30 (41%)	74
Education and Social Care	3 (23%)	1 (8%)	9 (69%)	13	1 (9%)	3 (27%)	7 (64%)	11
Community Care	2 (50%)	1 (25%)	1 (25%)	4	0 (0%)	1 (100%)	0 (0%)	1
Integrated Children's Services	0 (0%)	0 (0%)	1 (100%)	1	0 (0%)	0 (0%)	0 (0%)	0
Lifelong Learning, Culture and Sport	0 (0%)	0 (0%)	1 (100%)	1	0 (0%)	1 (13%)	7 (88%)	8
Schools and Curriculum Development	1 (14%)	0 (0%)	6 (86%)	7	1 (50%)	1 (50%)	0 (0%)	2

Figure 20: Stage 1 – % of Complaints Upheld, Partially Upheld, and Not Upheld (2014-15 & 2015-16)

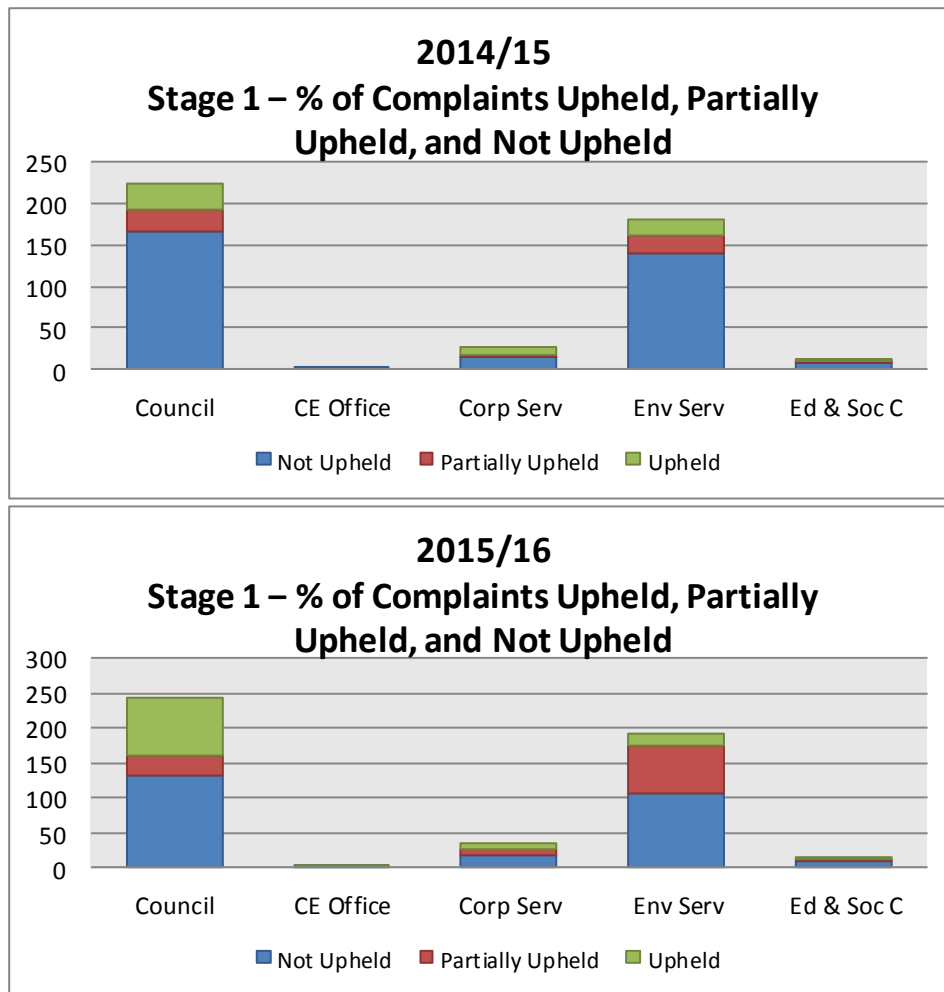


Table C: Indicator 3 by service – The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints closed in full at stage 2 (including escalated complaints.)

Indicator 3 by service – Stage 2	2014-15				2015-16			
	Upheld	Partially Upheld	Not Upheld	Total	Upheld	Partially Upheld	Not Upheld	Total
All Council	51	53	162	266	39	48	128	215
Chief Executive's Office	1 (11%)	1 (11%)	7 (78%)	9 (3%)	1 (33%)	1 (33%)	1 (33%)	3 (1%)
Chief Executive's Section	0 (0%)	1 (33%)	2 (67%)	3	0 (0%)	1 (100%)	0 (0%)	1
Corporate Policy Unit	1 (100%)	0 (%)	0 (%)	1	1 (50%)	0 (0%)	1 (50%)	2
Community Planning & Development	0 (0%)	0 (0%)	5 (100%)	5	0 (0%)	0 (0%)	0 (0%)	0
Corporate Services	1 (13%)	3 (38%)	4 (50%)	8 (3%)	2 (33%)	3 (50%)	1 (17%)	6 (3%)
Financial Services	1 (25%)	1 (25%)	2 (50%)	4	1 (50%)	1 (50%)	0 (0%)	2
Legal and Democratic Services	0 (0%)	2 (50%)	2 (50%)	4	1 (25%)	2 (50%)	1 (25%)	4
Environmental Services	30 (19%)	21 (13%)	108 (68%)	159 (60%)	15 (13%)	12 (10%)	89 (77%)	116 (54%)
Development Services	0 (0%)	5 (22%)	18 (78%)	23	1 (4%)	2 (8%)	23 (88%)	26
Direct Services	1 (7%)	1 (7%)	13 (86%)	15	0 (0%)	0 (0%)	4 (100%)	4
Housing and Property	29 (24%)	15 (12%)	77 (64%)	121	14 (16%)	10 (12%)	62 (72%)	86
Education and Social Care	19 (21%)	28 (31%)	43 (48%)	90 (34%)	21 (23%)	32 (36%)	37 (41%)	90 (42%)
Community Care	6 (35%)	2 (12%)	9 (53%)	17	5 (19%)	10 (38%)	11 (42%)	26
Integrated Children's Services	6 (17%)	9 (26%)	20 (57%)	35	11 (29%)	9 (24%)	18 (47%)	38
Lifelong Learning, Culture and Sport	0 (0%)	0 (0%)	1 (100%)	1	3 (60%)	1 (20%)	1 (20%)	5
Schools and Curriculum Development	7 (19%)	17 (46%)	13 (35%)	37	2 (10%)	12 (57%)	7 (33%)	21

Figure 21: Stage 2 – % of Complaints Upheld, Partially Upheld, and Not Upheld (2014-15 & 2015-16)

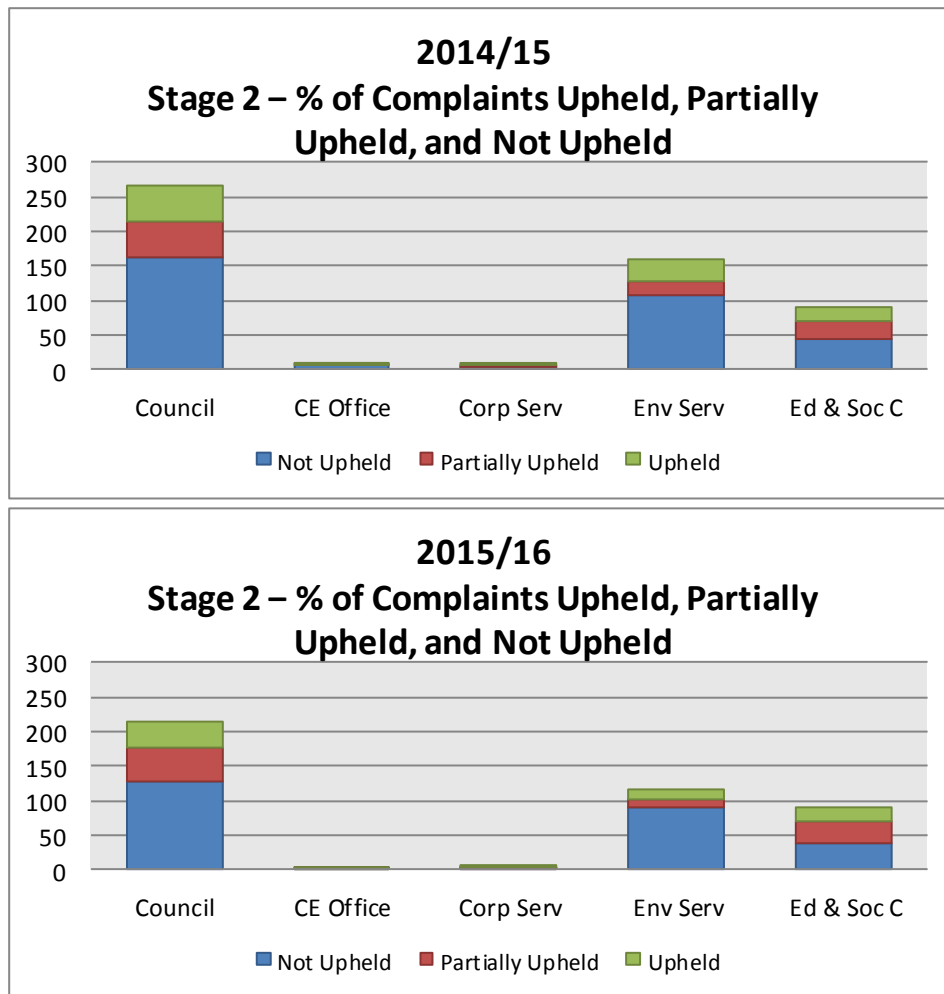


Table D: Indicator 4 by service – The average time in working days for a full response to complaints at each stage.

Indicator 4 by service	2014-15			2015-16		
	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	4.3	20.5	23.5	3.5	21.0	22.9
Chief Executive's Office	2.0	25.3	n/a	1.5	24.7	n/a
Chief Executive's Section	n/a	24.7	n/a	n/a	11	n/a
Corporate Policy Unit	2.0	49.0	n/a	1.5	31.5	n/a
Community Planning & Development	2.0	21.0	n/a	n/a	n/a	n/a
Corporate Services	3.5	30.0	n/a	3.4	19.2	28.0
Financial Services	3.5	15.5	n/a	3.4	18.5	28.0
Legal and Democratic Services	3.5	44.5	n/a	3.4	19.5	n/a
Environmental Services	4.4	19.4	16.2	3.4	20.5	16.4
Development Services	4.3	18.2	n/a	4.9	16.6	13.0
Direct Services	4.9	29.1	16.2	3.2	34.3	16.9
Housing and Property	2.7	19.0	n/a	3.5	21.0	N/A
Education and Social Care	4.5	21.1	45.5	4.9	21.8	76.0
Community Care	8.5	16.9	n/a	3.0	18.9	N/A
Integrated Children's Services	7.0	24.6	45.5	n/a	27.4	76.0
Lifelong Learning, Culture and Sport	1.0	23.0	n/a	4.5	15.2	n/a
Schools and Curriculum Development	2.4	19.7	n/a	7.5	16.6	n/a

Figure 22: Average time in working days for a full response to complaints at each stage (2014-15 & 2015-16)

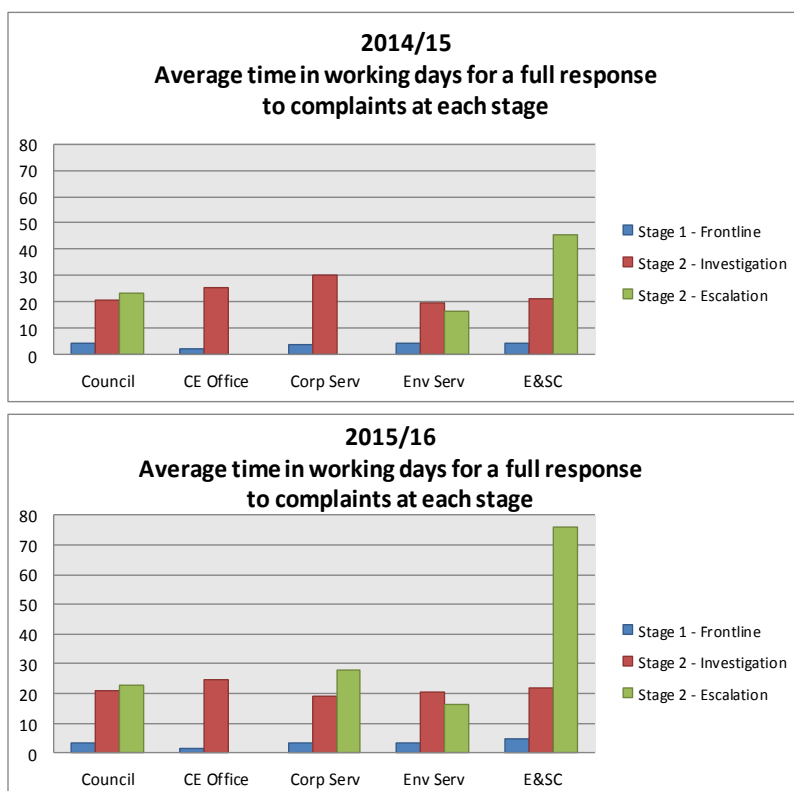


Table E: Average Time in working days to respond to complaints at each stage

Average Time in working days to respond to complaints at each stage	2014-15			2015-16		
	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	224	963	4.3	242	842	3.5
Average time in working days to respond to complaints at stage two	258	5301	20.5	215	4523	21.0
Average time in working days to respond to complaints after escalation	8	188	23.5	11	252	22.9

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	2014-15			2015-16		
	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 days)	5	20	20	5	20	20
All Council	195 (87%)	146 (57%)	8 (88%)	224 (93%)	157 (73%)	7 (64%)
Chief Executive's Office	3 (100%)	2 (22%)	0 (n/a)	2 (100%)	2 (67%)	0 (n/a)
Chief Executive's Section	0 (n/a)	1 (33%)	0 (n/a)	0 (n/a)	1 (100%)	0 (n/a)
Corporate Policy Unit	2 (100%)	1 (20%)	0 (n/a)	2 (100%)	1 (50%)	0 (n/a)
Community Planning & Development	1 (100%)	1 (20%)	0 (n/a)	0 (n/a)	0 (n/a)	0 (n/a)
Corporate Services	24 (92%)	6 (75%)	0 (n/a)	35 (97%)	5 (83%)	0 (0%)
Financial Services	20 (91%)	3 (75%)	0 (n/a)	29 (100%)	2 (100%)	0 (0%)
Legal and Democratic Services	4 (100%)	3 (75%)	0 (n/a)	6 (86%)	3 (75%)	0 (n/a)
Environmental Services	158 (87%)	86 (56%)	6 (100%)	180 (93%)	88 (76%)	7 (78%)
Development Services	23 (85%)	17 (74%)	0 (n/a)	10 (83%)	24 (92%)	1 (100%)
Direct Services	104 (84%)	3 (33%)	6 (100%)	99 (93%)	2 (50%)	6 (75%)
Housing and Property	31 (100%)	66 (55%)	0 (n/a)	71 (96%)	62 (72%)	0 (0%)
Education and Social Care	10 (77%)	52 (59%)	1 (50%)	7 (64%)	62 (69%)	0 (0%)
Community Care	2 (50%)	12 (71%)	0 (n/a)	1 (100%)	20 (77%)	0 (n/a)
Integrated Children's Services	0 (0%)	14 (42%)	1 (50%)	0 (n/a)	19 (50%)	0 (0%)
Lifelong Learning, Culture and Sport	1 (100%)	0 (0%)	0 (n/a)	5 (63%)	5 (100%)	0 (n/a)
Schools and Curriculum Development	7 (100%)	26 (70%)	0 (n/a)	1 (50%)	18 (86%)	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.)	2015-16		
	Stage 1 – Front line Resolution	Stage 2 – Investigation	Stage 2 – Escalated Investigation
Total number of complaints investigated	242	215	11
Total number of late responses	18	59	4
All Council	1 (6%)	22 (37%)	2 (50%)
Chief Executive's Office	N/A	0 (0%)	N/A
Chief Executive's Section	N/A	N/A	N/A
Corporate Policy Unit	N/A	0 (0%)	N/A
Community Planning & Development	N/A	N/A	N/A
Corporate Services	1 (100%)	0 (0%)	0 (0%)
Financial Services	N/A	N/A	0 (0%)
Legal and Democratic Services	1 (100%)	0 (0%)	N/A
Environmental Services	0 (0%)	3 (10%)	1 (50%)
Development Services	0 (0%)	0 (0%)	N/A
Direct Services	0 (0%)	0 (0%)	1 (50%)
Housing and Property	0 (0%)	3 (10%)	N/A
Education and Social Care	0 (0%)	19 (68%)	1 (100%)
Community Care	N/A	5 (83%)	N/A
Integrated Children's Services	N/A	15 (74%)	1 (100%)
Lifelong Learning, Culture and Sport	0 (0%)	N/A	N/A
Schools and Curriculum Development	0 (0%)	0 (0%)	N/A

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

Table H(i): Customer Satisfaction Feedback Survey (2014-15)

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
The Moray Council complaints handling process is easy to follow.	6 (12%)	15 (31%)	9 (18%)	5 (10%)	14 (29%)
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%)
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%)

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

Service Delivery Questions	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dis-satisfied	Very Dissatisfied	Don't Know/Not Applicable
How satisfied or dissatisfied were you that The Moray Council handled your complaint in line with the council's Complaint Handling Procedure?	5 (5%)	15 (16%)	6 (7%)	9 (10%)	26 (29%)	30 (33%)
How satisfied were you with the way this problem was handled?	3 (6%)	7 (14%)	3 (6%)	11 (22%)	27 (53%)	0 (0%)
Being able to deal directly with a department that could help you?	6 (9%)	14 (21%)	13 (20%)	15 (23%)	16 (24%)	2 (3%)
In the response to your complaint (i.e. clear, concise, accurate)?	8 (11%)	15 (21%)	8 (11%)	10 (14%)	26 (37%)	3 (4%)
The final response to your complaint?	5 (7%)	15 (22%)	5 (7%)	7 (10%)	30 (44%)	6 (9%)
The overall service that you received in relation to how your complaint was handled?	7 (10%)	16 (23%)	5 (7%)	6 (9%)	32 (46%)	3 (4%)
The response to your complaint covered all the aspects you raised?	9 (13%)	12 (17%)	9 (13%)	10 (14%)	27 (38%)	4 (6%)
Timeliness Questions	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dis-satisfied	Very Dissatisfied	Don't Know/Not Applicable
Time taken for someone to contact you about your complaint?	10 (14%)	15 (21%)	9 (13%)	18 (25%)	19 (27%)	0 (0%)
The time taken to deal with the complaint from start to finish?	9 (13%)	11 (16%)	12 (17%)	8 (12%)	24 (35%)	5 (7%)
Information Questions	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dis-satisfied	Very Dissatisfied	Don't Know/Not Applicable
The Moray Council complaints handling process is easy to follow.	1 (2%)	9 (18%)	13 (26%)	6 (12%)	12 (24%)	1 (1%)
Complaint was dealt with using communication methods that met your needs (i.e. email, telephone, letter, etc)?	2 (4%)	11 (23%)	11 (23%)	6 (12%)	12 (24%)	9 (18%)
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%)	10 (14%)
Professionalism and Staff Attitude Questions	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dis-satisfied	Very Dissatisfied	Don't Know/Not Applicable
Someone took responsibility for dealing with your complaint?	11 (15%)	21 (30%)	8 (11%)	14 (20%)	16 (23%)	1 (1%)
How well the complaints handling staff did their jobs?	14 (21%)	12 (18%)	8 (12%)	12 (18%)	19 (28%)	3 (4%)

Table I: Percentage of complaints by department (comparison between 2014-15 and 2015-16)

Given the types of service provided by each department, the proportion of complaints dealt with by each department in 2015-16 is broadly similar to 2014-15. Environmental Services has the most direct contact with users of Council services, followed by Education and Social Care.

Figure 23: Percentage of complaints by department (2014-15 & 2015-16)

