

**Complaints management reporting****Indicator 1: The total number of complaints received per thousand population.**

	Total complaints received	Per 1,000 population
2014/15	247	2.12
2015/16	186	1.59
2016/17	241	2.06
Q1 (Apr-Jun) 2017/18	83	0.71
Q2 (Jul-Sep) 2017/18	81	0.70
Q3 (Oct-Dec) 2017/18	68	0.58
Q4 (Jan-Mar) 2017/18	69	0.59
2017/18	301	2.58
Q1 (Apr-Jun) 2018/19	68	0.58
Q2 (Jul-Sep) 2018/19	84	0.72
Q3 (Oct-Dec) 2018/19	69	0.59
Q4 (Jan-Mar) 2018/19	72	0.62
2018/19	293	2.52
Q1 (Apr-Jun) 2019/20	79	0.68
Q2 (Jul-Sep) 2019/20	108	0.93
Q3 (Oct-Dec) 2019/20	94	0.81
Q4 (Jan-Mar) 2019/20	88	0.76
2019/20	369	3.18

Population is based on National Records of Scotland mid-year population estimates; 2013/14 the 2012 figure of 116,210 used, 2014/15 the 2013 figure of 116,240, 2015/16 the 2014 figure of 116,660, 2016/17 the 2015 figure of 116,900, 2017/18 the 2016 figure of 116,520, for 2018/19 the 2017 figure of 116,280 and 2019/20 the 2018 figure of 116,040.

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

	Stage 1 (Frontline)	Stage 2 (Investigation)	Stage 2 Escalated	Total
2014/15	202 (80.5%)	46 (18.3%)	3 (1.2%)	251
2015/16	131 (74%)	43 (24.3%)	3 (1.7%)	177
2016/17	181 (76.7%)	44 (18.6%)	11 (4.7%)	236
Q1 2017/18	67 (81.7%)	13 (15.9%)	2 (2.4%)	82
Q2 2017/18	64 (75.3%)	14 (16.5%)	7 (8.2%)	85
Q3 2017/18	53 (79.1%)	12 (17.9%)	2 (3%)	67
Q4 2017/18	52 (75.4%)	12 (17.4%)	5 (7.2%)	69
2017/18	236 (77.9%)	51 (16.8%)	16 (5.3%)	303
Q1 2018/19	50 (68.5%)	18 (24.7%)	5 (6.8%)	73
Q2 2018/19	76 (89.4%)	5 (5.9%)	4 (4.7%)	85
Q3 2018/19	61 (75.3%)	14 (17.3%)	6 (7.4%)	81
Q4 2018/19	62 (79.5%)	10 (12.8%)	6 (7.7%)	78
2018/19	249 (78.5%)	47 (14.8%)	21 (6.6%)	317
Q1 2019/20	63 (78.5%)	11 (13.8%)	6 (7.5%)	80
Q2 2019/20	89 (88.1%)	11 (10.9%)	1 (1%)	101
Q3 2019/20	79 (84.9%)	12 (12.9%)	2 (2.2%)	93
Q4 2019/20	81 (82.7%)	11 (11.2%)	6 (6.1%)	98
2019/20	312 (83.9%)	45 (12.1%)	15 (4%)	372

**Indicator 3: The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints closed in full at each stage.**

Stage One (Frontline)				
	Upheld	Not Upheld	Partially Upheld	Total
2014/15	91 (45.1%)	46 (22.8%)	65 (32.2%)	202
2015/16	39 (29.8%)	52 (39.7%)	40 (30.5%)	131
2016/17	51 (28.2%)	86 (47.5%)	44 (24.3%)	181
Q1 2017/18	17 (25.4%)	32 (47.8%)	18 (26.9%)	67
Q2 2017/18	21 (32.8%)	20 (31.3%)	23 (35.9%)	64
Q3 2017/18	16 (30.2%)	24 (45.3%)	13 (24.5%)	53
Q4 2017/18	13 (25%)	25 (48.1%)	14 (26.9%)	52
2017/18	67 (28.4%)	101 (42.8%)	68 (28.8%)	236
Q1 2018/19	25 (46%)	12 (24%)	15 (30%)	50
Q2 2018/19	21 (27.6%)	30 (39.5%)	25 (32.9%)	76
Q3 2018/19	15 (24.6%)	31 (50.8%)	15 (24.6%)	61
Q4 2018/19	17 (27.4%)	26 (41.9%)	19 (30.6%)	62
2018/19	76 (30.5%)	99 (39.8%)	74 (29.7%)	249
Q1 2019/20	18 (28.6%)	28 (44.4%)	17 (27%)	83
Q2 2019/20	23 (25.8%)	36 (40.4%)	30 (33.7%)	89
Q3 2019/20	24 (30.4%)	32 (40.5%)	23 (29.1%)	79
Q4 2019/20	10 (12.3%)	45 (55.6%)	26 (32.1%)	81
2019/20	75 (24%)	141 (45.2%)	96 (30.8%)	312

Stage Two (Investigation)				
	Upheld	Not Upheld	Partially Upheld	Total
2014/15	6 (13%)	26 (56.5%)	14 (30.4%)	46
2015/16	5 (11.6%)	17 (39.5%)	21 (48.8%)	43
2016/17	11 (25%)	20 (45.5%)	13 (29.5%)	44
Q1 2017/18	4 (30.8%)	8 (61.5%)	1 (7.7%)	13
Q2 2017/18	0 (0%)	11 (78.6%)	3 (21.4%)	14
Q3 2017/18	2 (16.7%)	3 (25%)	7 (58.3%)	12

Stage Two (Investigation)				
	Upheld	Not Upheld	Partially Upheld	Total
Q4 2017/18	1 (8.3%)	6 (50%)	5 (41.7%)	12
2017/18	7 (13.7%)	28 (54.9%)	16 (31.4%)	51
Q1 2018/19	2 (11.1%)	12 (66.7%)	4 (22.2%)	18
Q2 2018/19	1 (20%)	4 (80%)	0 (0%)	5
Q3 2018/19	4 (28.6%)	6 (42.9%)	4 (28.6%)	14
Q4 2018/19	2 (20%)	5 (50%)	3 (30%)	10
2018/19	9 (19.1%)	27 (57.4%)	11 (23.4%)	47
Q1 2019/20	3 (21.3%)	6 (54.5%)	2 (18.2%)	11
Q2 2019/20	0 (0%)	4 (36.4%)	7 (63.6%)	11
Q3 2019/20	3 (25%)	6 (50%)	3 (25%)	12
Q4 2019/20	2 (18.2%)	4 (36.4%)	5 (45.5%)	11
2019/20	8 (17.8%)	20 (44.4%)	17 (37.8%)	45

Stage Two Escalated				
	Upheld	Not Upheld	Partially Upheld	Total
2014/15	1 (33.3%)	1 (33.3%)	1 (33.3%)	3
2015/16	0 (0%)	3 (100%)	0 (0%)	3
2016/17	1 (9.1%)	7 (63.6%)	3 (27.3%)	11
Q1 2017/18	0 (0%)	1 (50%)	1 (50%)	2
Q2 2017/18	3 (42.9%)	3 (42.9%)	1 (14.3%)	7
Q3 2017/18	0 (0%)	2 (100%)	0 (0%)	2
Q4 2017/18	1 (20%)	3 (60%)	1 (20%)	5
2017/18	4 (25%)	9 (56.3%)	3 (18.8%)	16
Q1 2018/19	1 (20%)	4 (80%)	0 (0%)	5
Q2 2018/19	0 (0%)	1 (25%)	3 (75%)	4
Q3 2018/19	0 (0%)	4 (66.7%)	2 (33.3%)	6
Q4 2018/19	2 (33.3%)	3 (50%)	1 (16.7%)	6
2018/19	3 (14.3%)	12 (57.1%)	6 (28.6%)	21
Q1 2019/20	0 (0%)	3 (50%)	3 (50%)	6
Q2 2019/20	0 (0%)	0 (0%)	1 (100%)	1
Q3 2019/20	0 (0%)	1 (50%)	1 (50%)	2
Q4 2019/20	2 (33.3%)	4 (66.7%)	0 (0%)	6
2019/20	2 (13.3%)	8 (53.3%)	5 (33.3%)	15

**Indicator 4: The average time in working days for a full response to complaints at each stage.**

	Stage 1 (Frontline)	Stage 2 (Investigation)	Stage 2 Escalated
2014/15	6.38	16.37	13
2015/16	12.06	25.21	27.33
2016/17	11.45	28.48	28.36
Q1 2017/18	8.69	52.31	28.5
Q2 2017/18	5.80	23.57	58.14
Q3 2017/18	10.66	31.50	27
Q4 2017/18	9.25	27.25	63.40
2017/18	8.47	33.63	52.19
Q1 2018/19	8.28	26.56	43.6
Q2 2018/19	8.2	22.6	19.25
Q3 2018/19	6.64	17	37.83
Q4 2018/19	13.06	36.3	32.5
2018/19	9.04	25.36	34.14
Q1 2019/20	10.37	27.0	41.17
Q2 2019/20	5.54	17.55	52
Q3 2019/20	8.06	20.08	23
Q4 2019/20	8.62	20.36	20.5
2019/20	7.95	21.22	31.2

**Indicator 5: The number and percentage of complaints at each stage which were closed in full within the set timescales of 5 and 20 working days.**

	Stage 1 (Frontline Resolution)	Stage 2 (Investigation)	Stage 2 Escalated
2014/15	124 (61.4%)	35 (76.1%)	2 (66.7%)
2015/16	74 (56.5%)	21 (48.8%)	2 (66.7%)
2016/17	96 (53%)	27 (61.4%)	5 (45.5%)
Q1 2017/18	34 (50.7%)	4 (30.8%)	0 (0%)
Q2 2017/18	43 (67.2%)	10 (71.4%)	2 (28.6%)
Q3 2017/18	30 (56.6%)	7 (58.3%)	1 (50%)
Q4 2017/18	28 (53.8%)	9 (75%)	0 (0%)
2017/18	135 (57.2%)	30 (58.8%)	3 (18.8%)
Q1 2018/19	26 (52%)	10 (55.6%)	2 (40%)
Q2 2018/19	41 (53.9%)	1 (20%)	2 (50%)
Q3 2018/19	43 (70.5%)	9 (64.3%)	3 (50%)
Q4 2018/19	30 (48.4%)	2 (20%)	1 (16.7%)
2018/19	140 (56.2%)	22 (46.8%)	8 (38.1%)
Q1 2019/20	39 (61.9%)	2 (18.2%)	1 (16.7%)
Q2 2019/20	56 (62.9%)	7 (63.6%)	0 (0%)
Q3 2019/20	41 (51.9%)	7 (58.3%)	1 (50%)
Q4 2019/20	53 (65.4%)	7 (63.6%)	2 (33.3%)
2019/20	189 (60.6%)	21 (51.7%)	4 (26.7%)

**Indicator 6: The number and percentage of complaints at each stage where an extension to the 5 or 20 working day timeline has been authorised.**

	Stage 1 Front-line Resolution (5 Working Days)	Stage 2 Investigation (20 Working Days)
2013/14	8 (3.1%)	2 (2.7%)
2014/15	8 (4%)	1 (2.2%)
2015/16	5 (3.8%)	1 (2.3%)
2016/17	7 (3.9%)	2 (4.5%)

	Stage 1 Front-line Resolution (5 Working Days)	Stage 2 Investigation (20 Working Days)
Q1 2017/18	1 (1.5%)	1 (7.7%)
Q2 2017/18	1 (1.6%)	1 (7.1%)
Q3 2017/18	1 (1.9%)	0 (0%)
Q4 2017/18	1 (1.9%)	1 (8.3%)
2017/18	4 (1.7%)	3 (5.9%)
Q1 2018/19	2 (4.2%)	1 (5.6%)
Q2 2018/19	2 (2.6%)	1 (20%)
Q3 2018/19	0 (0%)	2 (14.3%)
Q4 2018/19	3 (4.8%)	4 (40%)
2018/19	7 (2.8%)	8 (17%)
Q1 2019/20	2 (3.2%)	3 (27.3%)
Q2 2019/20	4 (4.5%)	1 (9.1%)
Q3 2019/20	2 (2.5%)	2 (16.7%)
Q4 2019/20	1 (1.2%)	1 (9.1%)
2019/20	9 (2.9%)	7 (15.6%)

#### **Indicator 7: Customer satisfaction**

This indicator provides information on the levels of customer satisfaction with the complaints handling services provided. Only 13 forms were returned – 3.8% of all complaints received.

#### **Indicator 8: Learning from complaints**

A sample of the lessons learned are detailed in the Report.