



**SPSO Performance Indicators
for Ayrshire Valuation Joint Board
Model Complaints Handling Procedure**

2015/16

SPSO Indicator		Detail	No. of Complaints Per 1,000 of population	No. of Complaints	As a % Of all Complaints	Working Days
1	No. of Complaints received per 1,000 of population	Estimated Population* 370,590 (* Mid-2015 Population Estimates Scotland – National Records of Scotland)	0.026	10		
2	Complaints Closed at Stage 1 and Stage 2 as percentage of all Complaints closed	No. of Complaints closed at Stage 1		8	80%	
		No. of Complaints closed at Stage 2		0		
		No. of Complaints closed at Stage 2 after escalation		2	20%	
3	No. of Complaints upheld/partially upheld/not upheld at each stage as a percentage of Complaints Closed in full at each stage	No. of Complaints upheld at Stage 1 as a percentage of all Complaints closed at stage 1		1	12%	
		No. of Complaints not upheld at Stage 1 as a percentage of all Complaints closed at stage 1		3	38%	
		No. of Complaints partially upheld at Stage 1 as a percentage of all Complaints closed at stage 1		4	50%	
		No. of Complaints upheld at Stage 2 as a percentage of all Complaints closed at stage 2		0		
		No. of Complaints not upheld at Stage 2 as a percentage of all Complaints closed at stage 2		0		
		No. of Complaints partially upheld at Stage 2 as a percentage of all Complaints closed at stage 2		0		
		No. of escalated Complaints upheld at Stage 2 as % of all escalated Complaints closed at Stage 2		0		
		No. of escalated Complaints not upheld at Stage 2 as % of all escalated Complaints closed at Stage 2		0		
		No. of escalated Complaints partially upheld at Stage 2 as % of all escalated Complaints closed at Stage 2		2	100%	

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4	Average time in working days for a full response to Complaints at each Stage	Average Time in working days to respond to Stage 1		8		3.87
		Average Time in working days to respond to Stage 2		0		
		Average Time in working days to respond to after escalation		2		19
5	No. and percentage of Complaints at each stage which were closed in full within the set timescales of 5 and 20 working days	No. of Complaints closed at Stage 1 within 5 working days as a % of total number of Stage 1 Complaints		6	75%	
		No. of Complaints closed at Stage 2 within 20 working days as a % of total number of Stage 2 Complaints		0		
		No. of escalated Complaints closed within 20 working days as a % of total number of escalated Stage 2 Complaints		2	100%	
6	Number of cases where an extension is authorised	No. of Complaints closed at Stage 1 where extension was authorised as % of all Complaints at Stage 1		0		
		No. of Complaints closed at Stage 2 where extension was authorised as % of all Complaints at Stage 2		0		

SPSO Indicator		Detail	Answer
7	A statement to report customer satisfaction with the Complaints Service provided	Access to the CHP	<p>As reported in previous years, all three of our functions are heavily prescribed by legislation and therefore have inherent rights of appeal. It is therefore correct not to consider these appeal rights as part of the Model CHP. However, it is inevitable that some cross-over between our formal complaints procedure and the statutory right of appeal embedded in our core functions will occur.</p> <p>The nature of these appeals are naturally confrontational and adversarial thus leading to difficulties reconciling the outcome of a statutory right of appeal and a customer's satisfaction.</p> <p>The average time to deal with a complaint at Stage 1 was 3.87 days, an increase from 2.37 days in 204/15, but still within the target of 5 days. It is disappointing that two complaints dealt with at Stage 1 were dealt with outwith the target of 5 days. This perhaps was a reflection of the pressures staff were working under due to an error by an external supplier.</p> <p>The average time to deal with a complaint escalated to Stage 2 was 19 days, an increase from 14.75 days in 2014/15, but still within the target of 20 days. All Stage 2 complaints were dealt within the targets set by SPSO.</p> <p>We continue to strive to improve our Customer Complaints and Customer Satisfaction processes amidst limited and scarce resources.</p>
		The way in which they were treated by Board staff, for example in relation to professionalism, friendliness, politeness, courtesy, communication style etc.	
		Empathy, for example understanding the customer's perspective	
		Doing what we said we would do, for example meeting timescales and providing updates	
		The clarity of the decision and the basis for reaching that decision	

SPSO Indicator		Detail	Answer
8	Learning from Complaints	How often reports go to Senior Management	<p>Reports on the number and types of complaints are submitted to every Management Team Meeting which is held on a 4 weekly basis. Any trends and concerns are identified and discussed.</p> <p>After each Management Meeting Bullet & Action Points are distributed to all staff. Further information on customer complaints are also cascaded to all staff during team briefings which are held shortly after each Management Meeting.</p> <p>All staff have been trained in complaints handling when AVJB adopted and introduced SPSO's Model Complaints Procedure.</p> <p>Due to pressures of work, refresher training for new staff and to advise all staff of changes to the procedure did not materialise during the Spring 2016. It is still our intention to roll out refresher training as soon as possible.</p> <p>Minutes of Management Meetings are made available to all staff via our Intranet Site and are also posted on our website.</p> <p>A customer facing information leaflet is made available to all visitors to our office and is also available on our website.</p> <p>On an annual basis a report is prepared for Elected Members of the Board outlining the complaints received and their outcomes.</p>
		How often Complaint outcomes, trends and actions taken are published together with a summary of information communicated to customers	
		Number of Services changes, improved or withdrawn as a result of Complaints together with a description of the actions taken	
		Action to reduce the risk of recurrence	
		Action taken to ensure that staff members all learn from Complaints	

SPSO Indicator	Detail	Answer
		<p>The following are just some of the learning outcomes that have become apparent during this year which is the third year of AVJB operating the Model CHP;</p> <ol style="list-style-type: none"> 1. The two complaints considered at Stage 2 were dealt with within 20 days. However, two of the eight complaints dealt with at Stage 1 were outwith the target of 5 days. This happened during an extremely busy period where staff were under great pressure. Staff have been reminded of the importance of identifying a formal complaint quickly and thereafter following procedures. Procedures that include notifying their Line Manager, having the complaint properly logged which will allow tracking by the Senior Manager responsible for Complaints. As indicated previously refresher training will be rolled out to all staff and will specifically deal with this issue. 2. All staff have been extremely busy and with limited resources prioritisation of work was required. With statutory deadlines on certain aspects of our work it was inevitable that certain areas of our service delivery fell behind. We accept that all stakeholders have high expectations of our service delivery but the reality is that not all functions can be delivered when resources are limited and work pressures are extreme. We are constantly reviewing our working practices with the aim of a more efficient and effective service delivery.

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			3. A number of Forms that we routinely issue are prescribed. Several of our complaints referred to the layout and content of these Forms. Other than feeding back information to the relevant statutory authority there is little we can do to influence the number of complaints we receive of this type.