



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

2018/19

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* 370,560 (* Mid-2016 Population Estimates Scotland – National Records of Scotland)	0.038	13		
2	Complaints Closed at Stage 1 and Stage 2 as percentage of all Complaints closed	No. of Complaints closed at Stage 1		12	92.30%	
		No. of Complaints closed at Stage 2				
		No. of Complaints closed at Stage 2 after escalation		1	7.70%	
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		2	15.40%	
		No. of Complaints not upheld at Stage 1 as a percentage of all Complaints closed at stage 1		8	61.50%	
		No. of Complaints partially upheld at Stage 1 as a percentage of all Complaints closed at stage 1		3	23.10%	
		No. of Complaints upheld at Stage 2 as a percentage of all Complaints closed at stage 2				
		No. of Complaints not upheld at Stage 2 as a percentage of all Complaints closed at stage 2				
		No. of Complaints partially upheld at Stage 2 as a percentage of all Complaints closed at stage 2				
		No. of escalated Complaints upheld at Stage 2 as % of all escalated Complaints closed at Stage 2				
		No. of escalated Complaints not upheld at Stage 2 as % of all escalated Complaints closed at Stage 2		1	100%	
		No. of escalated Complaints partially upheld at Stage 2 as % of all escalated Complaints closed at Stage 2				
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		13		3.15
		Average Time in working days to respond to Stage 2				
		Average Time in working days to respond to after escalation		1		19

SPSO Indicator		Detail	No. of Complaints Per 1,000 of population	No. of Complaints	As a % Of all Complaints	Working Days
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		12	92.30%	
		No. of Complaints closed at Stage 2 within 20 working days as a % of total number of Stage 2 Complaints				
		No. of escalated Complaints closed within 20 working days as a % of total number of escalated Stage 2 Complaints		1	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				
		No. of Complaints closed at Stage 2 where extension was authorised as % of all Complaints at Stage 2				

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 3.15 days, an increase from 2.38 days in 2017/18 but still well within the target of 5 days. With the exception of one complaint, most were dealt with within the target of 5 days. Given the pressures, staff were working under due to budget cuts and increased workloads etc. this was particularly encouraging to note.</p> <p>The one complaint dealt with outwith the target of 5 days was due to a genuine misunderstanding as to when the complaint was received.</p> <p>We continue to take Customer Complaints and Customer Satisfaction very seriously despite 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	
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. 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>Most staff have been trained in complaints handling and the SPSO's Model Complaints Procedure. Refresher training to</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	

SPSO Indicator	Detail	Answer
		<p>Action taken to ensure that staff members all learn from Complaints</p> <p>existing members of staff and any new colleagues is being organised. Staff Induction Packs are also being updated to ensure new members of staff are aware of the importance of dealing with complaints efficiently and effectively.</p> <p>Minutes of Management Meetings are made available to all staff via our Intranet Site and are posted on our website.</p> <p>A customer facing information leaflet remains 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. Given the relatively low number of complaints it is felt that this frequency of reporting is proportionate, however, we will carefully monitor the number and nature of complaints with a view to increasing reporting levels to Elected Members.</p> <p>If a serious or fundamental issue is identified whilst dealing with a complaint the reasons for the complaint, our findings and the changes that need to be implemented would be immediately cascaded to all staff via team briefings, all staff e-mails, Minutes, one-to-one discussions with Line Managers/Supervisors.</p> <p>The following are just some of the learning outcomes that have become apparent during this year whilst operating the Model CHP;</p> <ol style="list-style-type: none"> 1. When dealing with Postal Votes, it is accepted that timing is essential. Accordingly, staff have been reminded of our procedures for issuing Postal Votes. Part of that training includes the importance of advising electors of the timing of the issue of Postal Votes. Providing accurate and relevant information to Postal Voters has been stressed to all staff. 2. Three of our complaints in our Council Tax service concerned the length of time to provide a service. As reported in previous years, all staff remain extremely busy and with limited resources,

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		<p>prioritisation of work has been necessary. With very strict statutory deadlines on certain aspects of our work it was inevitable that certain areas of our service delivery will fall 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.</p> <p>3. A number of complaints received in our Electoral Registration service were in connection with a small number of individuals being denied the right to vote during the 2019 European Parliamentary Election. In most instances, the reason for an individual not being on the Electoral Register was due to those individuals completely ignoring numerous opportunities to register to vote. This is despite local and national advertising campaigns; multiple pieces of correspondence from our office and a visit from a member of staff. We will continue to work with Returning Officers, the Electoral Commission, the Cabinet Office and other public and private sector organisations to ensure that electors have every opportunity to register to vote and that they take up those opportunities to register.</p>