

Complaints Handling Performance:

As well as focus on the learning from the outcomes of complaints it is important that the organisation has a clear focus on its performance in managing and responding to complaints and on how to improve this.

Effectively managing performance includes the requirement to check quality standards and timescales are being met at each stage of the procedure from receipt to issuing the final decision, and to direct corrective action where this is appropriate.

		Self Assessment score		
	Complaints Handling Performance	Yes = 1 No = 0		Evidence
1	Senior management seeks and is provided with assurance of the complaints handling performance of the organisation and how this compares with other similar organisations.			
	Performance on complaints (including volumes, timescales to respond, upheld rates, complainant satisfaction etc) is assessed, monitored and reported regularly to senior management and at least quarterly in line with the model CHP			
2	Performance in handling complaints within the required timescales is actively managed.			
	Timescales are monitored in line with the requirements of the SPSO performance indicators for handling complaints and in line with the timescale requirements of the model CHP Senior managers intervene when timescales are exceeded.			
3	The organisation seeks and obtains feedback of customer satisfaction levels on how complaints have been handled.			
	The organisation assesses customer satisfaction with the complaints service, to assess for example: Access to the CHP The way in which they were treated by staff, for example in relation to professionalism, friendliness, politeness, courtesy, communication style etc. Empathy, for example understanding the customer's perspective Doing what the organisation said it would do, for example meeting timescales and providing updates The clarity of the decision and the basis for reaching that decision			
4	Staff are aware of how the organisation performs in handling complaints and how they can improve.			
	Performance reports on complaints (including volumes, timescales to respond, upheld rates, complainant satisfaction etc) are reported regularly to staff Staff are made aware of how they may improve their complaints handling performance through feedback at performance reviews and appraisals			

		Self Assessment score		
Complaints Handling Performance		Yes = 1 No = 0		Evidence
5	Customers are aware of how the organisation performs in handling complaints.			
The organisation: publishes, on a quarterly basis, complaints outcomes, trends and actions taken uses case studies and examples to demonstrate how complaints have helped improve services. publicises its performance in handling complaints annually in line with SPSO requirements.				
6	The organisation conducts management checks on open and closed complaints files to gain assurance of compliance with the model CHP, to ensure a clear audit trail of how the complaint has been investigated, to give advice on the direction of the investigation and to ensure a consistent approach is taken.			
the organisation has a documented management checking process which includes the requirement to test check open complaints files to obtain assurance of compliance with the CHP. the organisation can demonstrate, though records of management checks that 10% of open complaints files are checked on a monthly basis				
7	The organisation reports complaints handling performance to Boards, elected members, management committee members, non-executive directors etc, and is responsive to feedback from this level of scrutiny.			
Committee and other reports are available Business reports and minutes of meeting reflect the organisation's response to scrutiny feedback				
8	The organisation produces management information reports detailing performance against the SPSO complaints performance indicators for the sector.			
Management reports addressing the key indicators are available An annual complaints report against the requirements of the indicators has been prepared and signed off				
9	The organisation learns from complaints processes, structures and working practices operated in other organisations and sectors.			
The organisation can demonstrate that it actively undertakes staff exchange visits to other organisations or complainants handling bodies to compare, contrast and learn.				

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	Complaints Handling Performance	Yes = 1 No = 0	Evidence
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		Standard score	Self Assessment score
1	Organisational Culture	21	/21
2	Accessibility	11	/11
3	Process and Procedure	20	/20
4	Quality	08	/08
5	Learning from Complaints	16	/16
6	Complaints Handling Performance	09	/09
	Total	85	/85