

Scottish Legal Complaints Commission

Connecting complaints to improvements

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The SLCC –
our remit

Importance
of data

Four step
approach

Does it
work?

“Single gateway for all legal complaints in Scotland”

We investigate and determine:

- Inadequate Professional Service (IPS) complaints
- SLSO legacy complaints

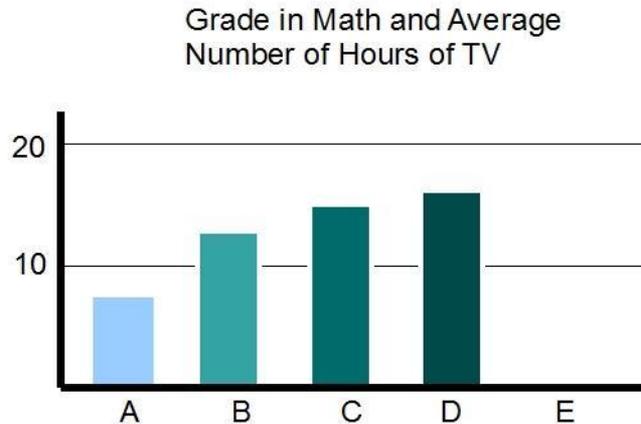
Oversight includes:

- “Handling” complaints – how professional bodies deal with conduct complaints
- Consumer Panel
- Monitoring of & trend reporting on both conduct and IPS complaints
- Insight and outreach – profession and consumers

- Issuing guidance/best practice notes to the profession on complaint handling at 1st tier ...
- and the issues which give rise to complaints

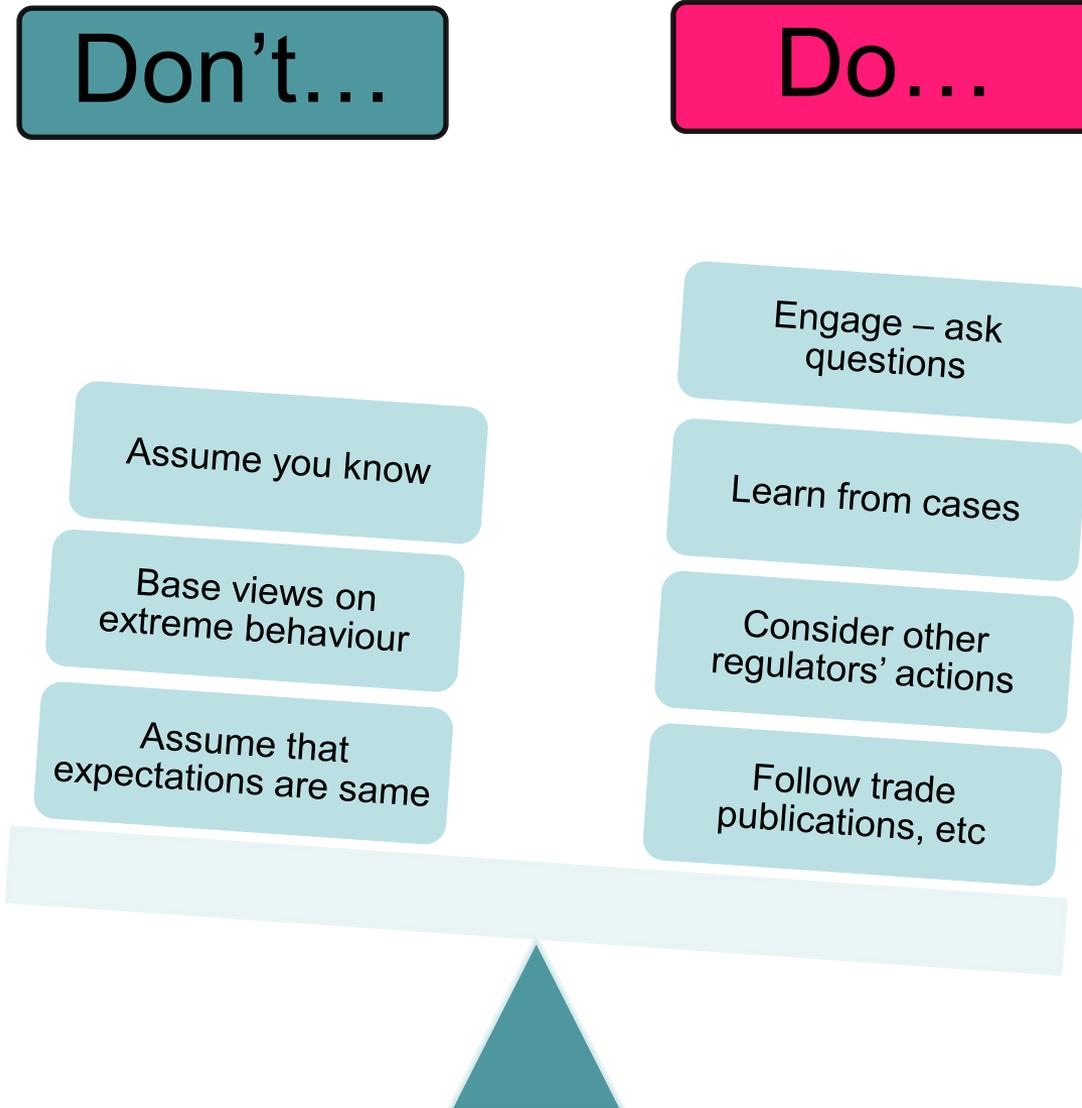
Your data is your key resource

- Theory –v– Evidence
- Credibility
- Unambiguous
- Un-challengeable
- Persuasive



However...

- Quality issues
- Gaps/ omissions
- Consistency
- Indicative trends



Trends analysis of complaints to identify:

- Legal business areas which give rise to most complaints
- Issues most complained about
- Business unit types/ sizes most frequently complained about
- Complaints about complaints
- Complainer & equalities data

Other insight from:

- Enquiries
- Case studies
- Working groups
- Industry liaison – cross-jurisdiction
- Consumer organisations
- Media & cross-sector publications
- Consumer Panel

Step One – What are you wanting to achieve?

Be clear what you want as your outcome

- Reduction in complaints
- Avoidance of recurring issues
- Service improvements
- Changes in:
 - Practice
 - Behaviours
 - Values
 - Culture
- Aim high
- Define your audience

Individually
applicable

Industry
applicable



impact
Service improvement levels
outcomes



Practice
change

Behavioural
change

Culture change

Step Two – Get to know your audience

Get to know your audience

- **Direct engagement**
- **Research**
 - Industry publications
 - Cross-jurisdiction decisions
 - Press coverage
 - Horizon scanning
- **Monitoring media usage**
- **The sermon theory**

- **What makes it real?**
- **What makes them tick?**
 - Job satisfaction – providing a good service
 - Reputation
 - Business efficiency
 - Economic survival in face of competition

Step Three – Set your sales pitch



benefits

In legal context:

- Retaining clients
- Increased advocacy
- Containment
- Avoids escalation
- Demonstrates customer focus
- Positive organisational culture
- Increased operating profits by 3% (costs; time; non-chargeable hours)



information

- Are systems & processes working well?
- What are clients looking for?
- Do you need to manage client expectation better?
- Is there scope for personal development?

More than good business sense

- Complaints as a welcome resource
- Attitudinal shift
- Cultural shift
- Branson-esque approach....

- Every complaint needs to be taken seriously
- You can never afford to snub a complainer
- The customer's perception is everything
- Rule 1 – the customer is always right
- Rule 2 – if the customer is wrong, refer to Rule 1
- Genuine complainers tend to be looking for:
 - an apology
 - an explanation
 - reassurance
- Use complaints to build better customer relationships
- Act quickly

Source: The Marketing Donut

Step Four – Delivery

The profession:

- Best practice guidance
 - Complaint handling
 - Early resolution
 - Complaint prevention
- Bespoke training modules
- E Newsletters
- Published decisions and case studies
- Seminars and workshops
- Legal periodicals
- Conferences

The public:

- Themed consumer guides
- Press and wider media
- Social media
- Consumer magazines

Professional engagement:

- Developing resources for Client Relations Managers:
 - “Alert” reports
 - Tailored training
 - Dedicated website section
- On-line training modules - CPD
- “Professionalisation” of CRM role

Consumer engagement:

- Further themed guidance
- Development of demographic data
- Further engagement with consumer representative bodies
- Targeted outreach programme
- Consumer Panel

Conclusions and summary – is it working?

...the profession:

- Higher level of first tier complaint resolution
- Fewer second tier/ SLCC-referred complaints
- Improved engagement with our process
- Higher success levels of mediation & early resolution

...the public:

- Better-managed expectations
- Higher success of mediation
- Increasing levels of informal resolution

...the complaints:

- Fewer initial rejections – totally without merit
- Better “quality” complaints - proportionate
- Greater % upheld

From complaints to service improvements:

- Complaint data is a valuable & compelling resource - no point in having that data and not doing something with it
- Use wide range of research to support your data
- Be clear about your objectives – aim high
- Know your audience
- Identify all the benefits – including commercial
- Don't be afraid to state the obvious
- Don't be afraid to repeat your key messages
- Use multiple & innovative methods of contact
- Take leverage from stakeholders – including other regulators
- Don't overlook the benefits of “educating” the consumer's expectations
- It's not rocket science!

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