

S&C Annual Report 2019



EXECUTIVE SUMMARY

Deputy Mayor's Office
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General Coordination for Districts, Transparency and Citizen Participation
Directorate General for Transparency
Sub-directorate General for Quality and Evaluation

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June 2020 Madrid City Council

Deputy Mayor's Office

Delegated Area of Territorial Coordination, Transparency and Citizen Participation

General Coordination for Districts, Transparency and Citizen Participation

Directorate General for Transparency

Sub-directorate General for Quality and Evaluation

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1. SUGGESTIONS AND COMPLAINTS SYSTEM

The regulation of the Suggestions and Complaints System (hereinafter, S&C System) was established in the Decree of the Mayor for Citizen Services, of 17 January 2005, and was made effective on 3 March 2005 through the creation of a single computer application for suggestions and complaints, which incorporated the files that were pending at the former Municipal Office for the Protection of Neighbours, and progressively enabled the different means for receiving Suggestions and Complaints established in the aforementioned decree: the Internet (www.madrid.es/contactar), 010 Phone Line, Citizen Service Offices and Registry Offices.

The path initiated has been consolidated with the new Ordinance on Citizen Services and Electronic Administration, approved by the Madrid City Council Plenary Meeting on 26 February 2019, and published in the BOCM (Official Gazette of the Community of Madrid), no. 59, of 11 March 2019, which expressly establishes, as one of the strategic objectives of Madrid City Council, managing the local administration in a rational, fair and transparent manner, making it more accessible to citizens. In this sense, Section III of the Ordinance on Citizen Services and Electronic Administration develops the right for all persons to make suggestions, complaints and say thank you.

The S&C System is therefore established as an instrument to detect both the areas of performance that can be improved, and the causes that prevent its normal operation. It is also the appropriate means for planning proposals for action with the objective of achieving the best levels of efficiency, transparency and quality in municipal services.

The 2019 Annual Report complies with the provisions of Article 30 of the Ordinance on Citizen Services and Electronic Administration, which provides for the drafting of an annual report on the complaints submitted and the shortcomings observed in the operation of municipal services, specifying the suggestions not accepted by the municipal administration.

The Suggestions and Complaints Report aims not only to report on the objectives achieved but also on those issues that are in the process of being achieved and that must be taken into account in order to provide a proper municipal public service. To achieve this aim, the Report is sent to the Special Committee for Suggestions and Complaints, provided for in Article

136 of the Organic Regulations of the Plenary Meeting of the Madrid City Council, of 31 May 2004, to the Governing Body of the City of Madrid, so that it is aware of it and, finally, to the Plenary Meeting.

In line with previous years, the 2019 Report has focused both on providing an account of the numerical situation of the S&C System, and on carrying out a qualitative study by areas of activity and analysis blocks.

From a formal point of view, the Report begins, after its introduction, with a general summary of all the processing involved in the S&C System, as of the situation on 1 March 2020, in order to include the complete management of all the requests that were submitted to the S&C System until 31 December 2019.

After the general summary, the Report is divided into two large blocks:

The first block is dedicated to a quantitative study of the suggestions, complaints and compliments that have been submitted to the S&C System, and is distributed in the following way:

- The third section provides information on suggestions, complaints, compliments and requests for information, shows the initial volume of requests that have been submitted by citizens, the number that were finally processed after the monitoring phase in the Suggestions and Complaints Service (Sub-directorate General for Quality and Evaluation), and the input means through which they have been incorporated into the S&C System.
- The fourth and fifth sections are dedicated to the analysis of the management carried out after the monitoring phase with respect to General S&C and Tax S&C, respectively. In both cases, data are provided by type of S&C, the nature of the issues raised and the results of the management carried out.

The second block complies with the provisions of the Plenary Meeting Agreement of 23 December 2016. The analysis is based on different areas of activity and allows us to find out citizens' perception of the municipal services.

The Annual Report ends with three annexes: configuration of the S&C System, supplementary information on the areas of activity and, finally, complete tables and charts of all the S&C and management.

2. S&C SYSTEM INPUTS

2.1. INITIAL INPUT

The data corresponds to the number of requests submitted by citizens through the various means that Madrid City Council has enabled for the submission of suggestions, complaints, compliments and requests for information:

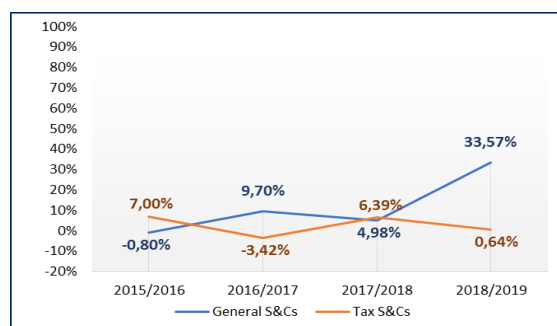
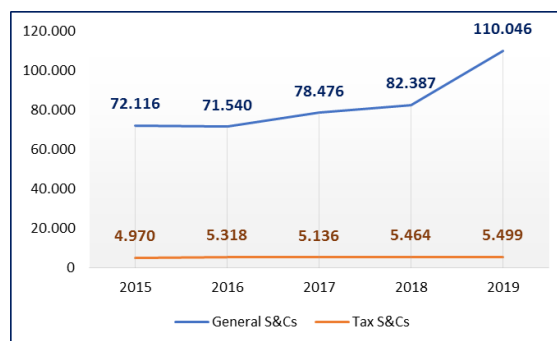
- Electronically: Internet, mobile and e-mail.
- Via telephone: 010 Phone Line Línea Madrid: available 24/7, 365 days a year.
- In person: Registry Offices located in the Citizen Services Offices (OACs) and Taxpayer Services Offices (OAI), and in municipal offices in the Government Areas

The Suggestions and Complaints Service performs, for both general and tax requests, *manual registration* processes in the S&C System in the following cases: documents that have been sent from different public bodies or the Community of Madrid, municipal companies, etc.; those submitted through the municipal registers, but which for various reasons have not been submitted to the application; and finally also those received by post and the e-mail inbox of the Suggestions and Complaints Service of the Sub-directorate General for Quality and Evaluation and the Directorate General for Transparency. In 2019, **656** general requests and **131** tax requests were received and registered through these means.

As a result of the S&C input through the indicated means and the manual registrations made from the Suggestions and Complaints Service, the total volume of requests in the S&C System during 2019 amounted to **115,545**, distributed as follows according to the type of request:

- General S&C: **110,046**, representing **95.24%** of the total.
- Tax S&C: **5,499**, representing **4.76%** of the total.

The initial input data for the years 2015, 2016, 2017, 2018 and 2019 and their percentage variations are shown in the charts below:



	YEAR-ON-YEAR VARIATION			
	2015/2016	2016/2017	2017/2018	2018/2019
INITIAL INPUT TOTAL	-0.29%	8.79%	5.07%	31.52%

The total number of requests (General + Tax S&Cs) that were submitted to the S&C System in 2019 amounted to **115,545**.

In 2019, the number of requests grew by **31.52%** (+27,694 S&Cs).

The tables below show the total data and data for each of the procedures, both General and Tax, broken down by type of S&C of the initial input:

General S&Cs	2019	%
Suggestions	17,812	16.19%
Complaints	89,917	81.71%
Compliments	2,317	2.11%
TOTAL	110,046	100.00%

Tax S&Cs	2019	%
Suggestions	264	4.80%
Complaints	4,474	81.36%
Compliments	88	1.60%
Request for information	673	12.24%
TOTAL	5,499	100.00%

The data by type of S&C of the initial input show that complaints are the main type with higher percentages than the rest, both for General S&Cs, representing **81.71%**, and Tax S&Cs, accounting for **81.36%**. Suggestions represent **16.19%** for General S&Cs, and only

4.80% for Tax S&Cs. In the case of Compliments, General account for **2.11%**, and Tax for **1.60%**.

The initial input data for the years 2015, 2016, 2017, 2018 and 2019 disaggregated by type of S&C is shown in the table below:

General S&Cs + Tax S&Cs	2015	2016	2017	2018	2019
Suggestions	15,018	14,164	16,577	16,132	18,076
Complaints	60,032	60,501	64,358	68,423	94,391
Compliments	1,780	1,881	2,184	2,611	2,405
Request for information	254	312	493	685	673
INITIAL INPUT	77,084	76,858	83,612	87,851	115,545

2.2. TOTAL INPUT

2.2.1. General S&C Coordination Department

The General S&C Coordination Department of the Suggestions and Complaints Service acts as the supervisory unit for the S&C System. Its activity begins with the daily analysis of the S&Cs presented by citizens through any of the available Madrid City Council means (Internet, 010 Phone Line, Citizen Services Offices, and Municipal Registry Offices).

Then, in accordance with the established decentralised model (collaboration system between the supervisory unit and the management units), its activity, from the point of view of S&C System management, takes the form of the following actions:

- Process of allocating to the competent management units: **105,548**
- Process of dividing the initial requests (this is the case of the so-called “mixed nature S&Cs”), because the same documents contain several matters that, competently, correspond to different management units: **7,617**
- Non-acceptance of requests. It involves full S&C management as it includes a response to the interested parties as to why their request cannot be incorporated into the S&C System: **4,828**
- Registration of requests in the S&C System. From documents sent from various public administrations and bodies (Community of Madrid, Municipal Companies, etc.), from requests submitted through the municipal

registry offices and also those received directly at corporate e-mail addresses: **656**

- Procedure changes. From General S&Cs to Tax S&Cs or Requests for information: **3,414**
- Direct response to S&C by the Sub-directorate General for Quality and Evaluation: **212**
- Referral to the AVISOS MADRID system: **13**

The table below shows the variation of the different monitoring tasks carried out:

		2015	2016	2017	2018	2019
Allocation	MUs	66,385	68,865	73,023	77,031	105,548
Registration	Mixed nature	11,153	11,725	7,141	7,894	7,617
	S&C registration	719	133	2,329	1,236	656
	Total	11,872	11,858	9,470	9,130	8,273
Closing	Mixed nature	5,096	5,230	3,279	3,389	3,624
	Change of procedure	1,909	2,736	2,941	3,384	3,414
	Answered	507	250	216	460	212
	Not accepted	8,050	5,975	5,720	5,930	4,828
	Referral	--	109	417	76	13
	Total	15,562	14,300	12,573	13,239	12,091

Therefore, for General S&Cs, the final number of requests incorporated into the S&C System for processing is the initial input, 110,046, plus the 7,617 generated due to “mixed nature”: **117,663**.

General S&Cs	2015	2016	2017	2018	2019
INITIAL INPUT	72,116	71,540	78,476	82,387	110,046
Mixed nature REGISTRATION	11,153	11,725	7,141	7,894	7,617
TOTAL INPUT	83,269	83,265	85,617	90,281	117,663

2.2.2. Tax S&C Department

In the case of Tax S&Cs, the Sub-directorate General for Quality and Evaluation, through the Tax S&C Department, during the first stage of analysis and reading of the S&Cs received, performs the following tasks:

- Registration of requests in the S&C System of the documents sent from various Public Administrations and Organisations (Community of Madrid, Municipal Companies, etc.), of requests presented through the Municipal Registry Offices that have not been mechanised in the institutional corporate S&C management application, and also those requests received by e-mail: **131**

- Changes in procedure from Tax S&Cs to General S&Cs, or to general requests for information: **430**
- Non-acceptance of requests. This process includes responding to the citizens' questions about why their request cannot be incorporated into the S&C System: **495**

Data on the variation of all the actions:

		2015	2016	2017	2018	2019
Registration	Direct registration	556	368	663	380	131
Closing	Change of procedure	362	443	485	421	430
	Not accepted	266	173	171	419	495
	Total	628	616	656	840	925

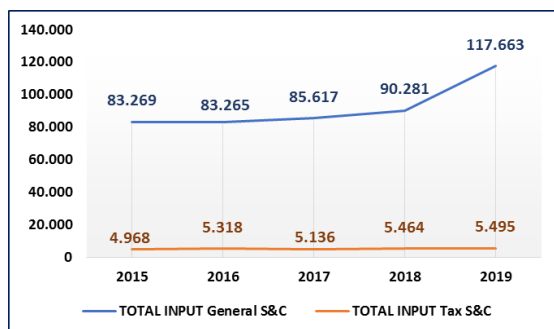
The total input of Tax S&Cs remains stable, with a slight growth of 0.6% in 2019 compared to 2018.

	2015	2016	2017	2018	2019
TOTAL INPUT Tax S&Cs	4,968	5,318	5,136	5,464	5,499

2.2.3. Global data: General S&Cs + Tax S&Cs

The number of requests finally incorporated into the System during 2019 reached **123,162**.

The table below shows the variation of the Total Input:



In 2019 the total number of requests (General S&Cs + Tax S&Cs) in the System increased by 29% with respect to 2018.

2.3. MEANS OF INPUT

As in previous years, the majority of suggestions, complaints, compliments and requests for information were made electronically.

In 2019, the joint data for General S&Cs and Tax S&Cs (123,162), according to the type of input means, are as follows:

- Electronic means** represent **70%** of the total input with 85,758 requests.
- Telephone means** represent **23%** with 27,811 requests.
- In person** accounted for **8%**, with 9,472 requests.
- By post**, the remaining **0.10%** was submitted, i.e., 121 requests.

General + Tax S&Cs		2019	%
Electronic	Website	83,246	67.59%
	Other	2,512	2.04%
	TOTAL	85,758	69.63%
010 Phone Line		27,811	22.58%
In person		9,472	7.69%
By post		121	0.10%
TOTAL		123,162	100.00%

The variation data for the years 2015-2019 are shown in the table below:

General S&Cs + Tax S&Cs	2015	2016	2017	2018	2019
Electronic	51,457	51,945	55,290	61,835	85,758
Telephone	28,109	28,047	27,117	24,208	27,811
In person	8,580	8,529	8,244	9,549	9,472
By post	91	62	102	153	121
TOTAL	88,237	88,583	90,753	95,745	123,162

More requests have been gradually being received via electronic means since 2015; telephone and in-person requests have declined and postal requests have remained at around 0.1%.

3. GENERAL S&Cs

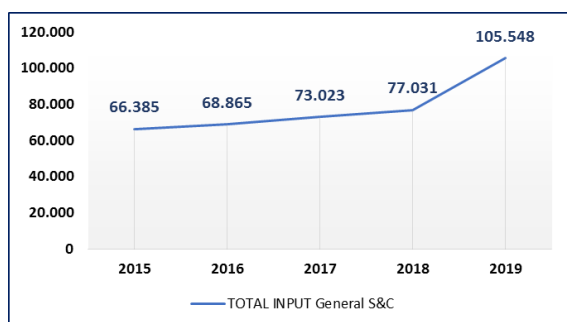
With regards to the TOTAL INPUT (117,663 General S&Cs), the General S&C Coordination Department carries out various management and tasks, such as changing the procedure, answering the citizens, non-acceptance in the System and, if applicable, referrals to the AVISOS MADRID System. All this allows what is called the **NET INPUT** to be obtained, i.e., the S&Cs that were finally allocated to the management units.

3.1. PROCESSING BY THE MANAGEMENT UNITS

The Management Units are in charge of processing the suggestions, complaints and compliments allocated to them and are

responsible for controlling the deadlines and the quality of the responses. In addition, in order to assess and monitor the processing process, reports and other data that have been used to respond to citizens must be incorporated into the institutional corporate application.

In 2019, **105,548** requests, or **89.70%** of the total input to the S&C System, were allocated to the Management Units: **117,663**. The variation (years 2015-2019) of the allocation to the Management Units is shown in the chart below:

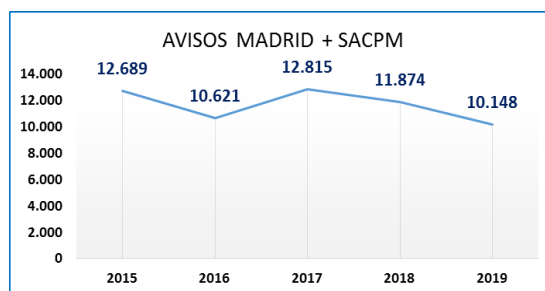


During the management process, some units refer certain S&C to other municipal systems, either because their content refers to a breakdown, an incidence or a defect that requires immediate repair, or because there is a demand for action.

This referral occurs in the following units:

- AVISOS MADRID:
 - D.G. for Cleaning and Waste Services.. 3,626
 - D.G. for the Conservation of Public Roads..... 2,421
 - D.G. for Sustainability and Environmental Control389
 - D.G. for Management and Surveillance of Circulation328
 - Madrid Salud.....269
 - D.G. for Water Management and Green Zones.....218
 - TOTAL 7,251**
- SACPM:
 - D.G. of the Municipal Police..... 2,897

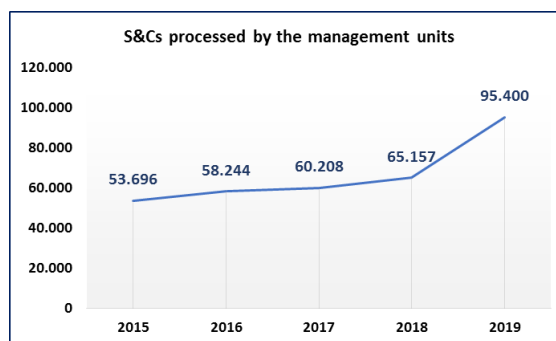
Data on the variation of referrals to other systems:



Therefore, of the total number of requests that had initially been allocated (105,548) to the management units, after deducting those that were referred to other systems (10,148), there was a total number of **95,400** General S&Cs finally managed by the management units during 2019.

	2019	%
Suggestions	14,903	15.62%
Complaints	78,274	82.05%
Compliments	2,223	2.33%
TOTAL	95,400	100.00%

The variation data for the period 2015-2019 of the S&Cs finally managed by the Management Units are shown in the chart below:

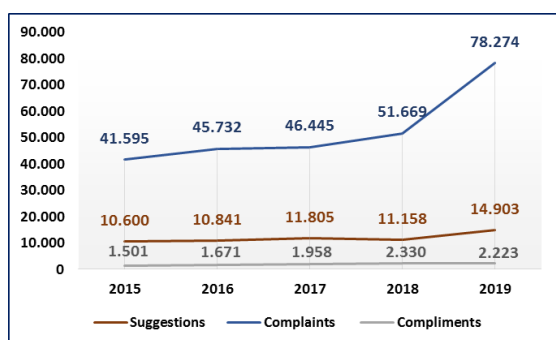


As a result, the management units of the S&C System managed and processed **46.42%** more requests in 2019 than in 2018.

3.2. ANALYSIS BY TYPE OF S&C

In 2019, the 95,400 requests processed by the Management Units of the S&C System were distributed as follows:

Variation data for the period 2015-2019 by type of S&C:

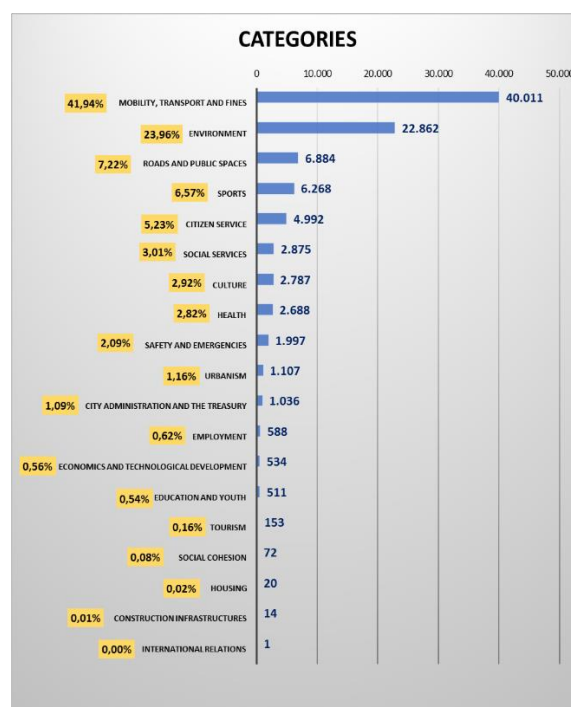


The significant increase in 2019 was due to the requests that were submitted to the S&C System as a result of the moratorium established for the initiation of sanctioning proceedings for traffic restriction breaches in Madrid Central in July. By type of request, complaints have seen the greatest increase, up 51.5%. Suggestions are also growing very significantly, 33.6%. Compliments fell by 4.6%.

3.3. ANALYSIS BY CATEGORY AND SUBCATEGORY

During 2019, the highest number of requests received were classified in the following categories: “Mobility, transport and fines” and “Environment”, with 42% and 24%, respectively. Together, these two categories account for 66% of the S&Cs processed. They are followed, with more than 1,000 requests, by “Roads and public spaces”, “Sports”, “Citizen service”, “Social services”, “Culture”, “Health”, “Safety and emergencies”, “Urbanism” and “City administration and the treasury”. In all these cases, the percentage values they present are between 7.2% (the first one indicated) and 1.1% (the last one).

The number of requests received and their percentage value in relation to total S&Cs is shown, for each of the categories, in the chart below:



The categories “Mobility, Transport and Fines”, “Environment”, “Roads and Public Spaces”, “Sports”, “Citizen Services”, “Social Services”, “Culture”, “Health” and “Safety and Emergencies” represent 96% of the total. The remaining categories present percentage values below 2%.

The distribution of the categories places the same categories in the first places as in previous years, although the ranking varies, with an extraordinary growth in “Mobility, transport and fines”, due to the increase in the subcategory “Madrid Central”, meaning that there are almost double the amount of requests for this category compared to the next one “Environment”, which in previous years always took first place.

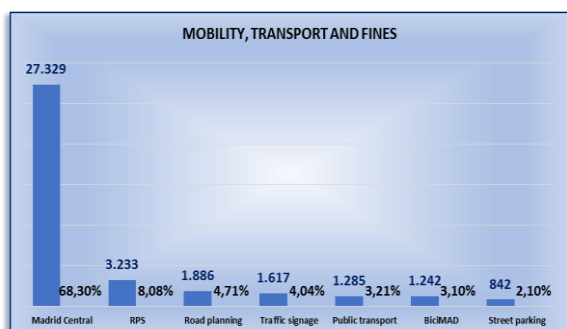
The variation in percentage terms is shown in the table below:

Category	YEAR-ON-YEAR VARIATION			
	2015/2016	2016/2017	2017/2018	2018/2019
Mobility, Transport and Fines	-6.14%	4.80%	-5.38%	198.79%
Environment	22.29%	-4.77%	18.44%	-0.95%
Roads and Public Spaces	26.98%	41.08%	15.27%	-1.92%
Sports	30.41%	1.92%	7.54%	3.45%
Citizen Service	14.19%	4.25%	5.96%	50.14%
Social Services	-9.85%	21.02%	32.35%	-12.05%
Culture	-28.63%	1.02%	22.17%	0.54%
Health	-0.40%	-7.57%	-9.38%	219.62%
Safety and emergencies	-4.61%	1.89%	-9.21%	-0.65%
Urbanism	14.83%	-28.87%	-28.65%	12.27%
City administration and the treasury	16.92%	4.43%	-33.68%	78.93%
TOTAL	8.47%	3.37%	8.22%	46.42%

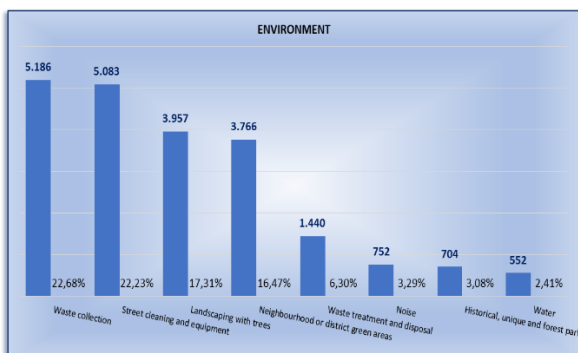
The data indicates that, with percentage growth in 2019 compared to 2018, the category “Mobility, Transport and Fines” is particular noteworthy, with an increase due to requests in “Madrid Central”, with similar content, which were submitted to the S&C System in the early days of July. Even greater, in relative terms, is the growth in “Health”. This is also due to the submission of requests in the summer, practically identical, with respect to the processing of cat catcher’s licences, 219.6%. Another important increase is that experienced by “Citizen Service”, 50.1%, due to incidents in the OACs and on the 010 Phone Line. The most important decrease is that of “Social Services”, 12.05%, which had increased in 2017 and, above all, in 2018.

More detail can be observed in the data on the number of S&Cs processed per subcategory for each category:

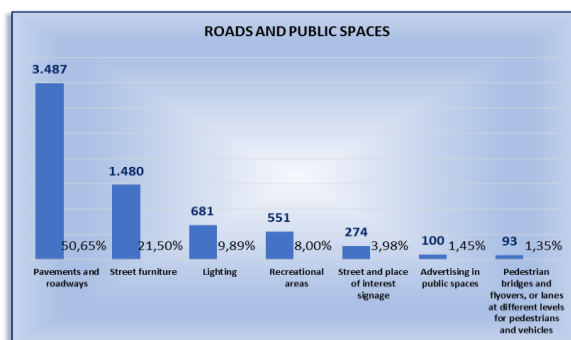
- **MOBILITY, TRANSPORT AND FINES:** 40,011 requests, 41.94% of the total.



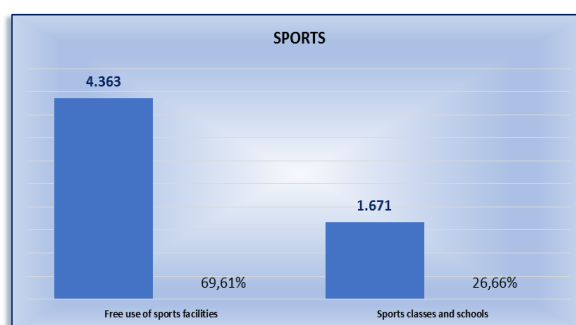
- **ENVIRONMENT:** 22,862 requests, 23.96% of the total.



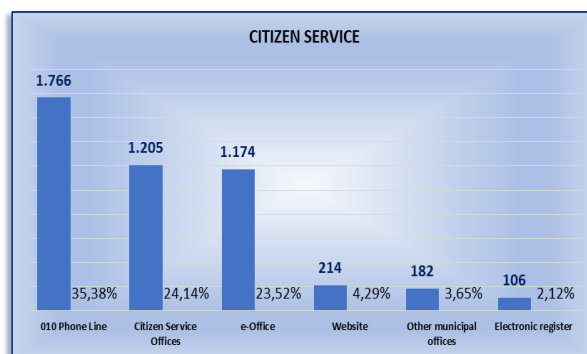
- **ROADS AND PUBLIC SPACES:** 6,884 S&Cs, 7.22% of the total processed.



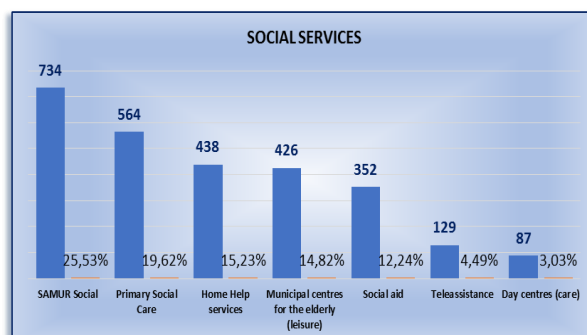
- **SPORTS:** 6,628 S&Cs, 6.57% of the total processed.



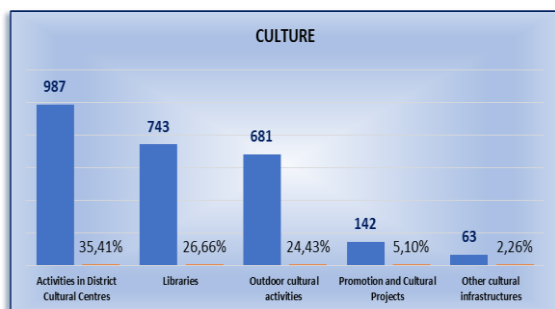
- **CITIZEN SERVICE:** 4,992 S&Cs, 5.23% of the total processed.



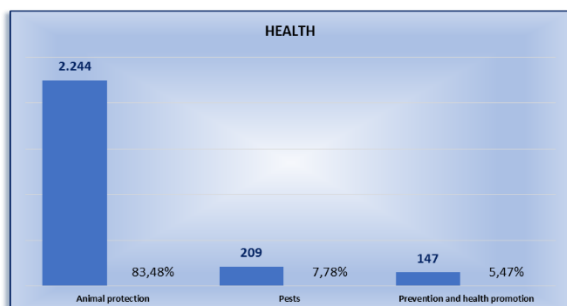
- **SOCIAL SERVICES:** 2,875 S&Cs, 3.01% of the total processed.



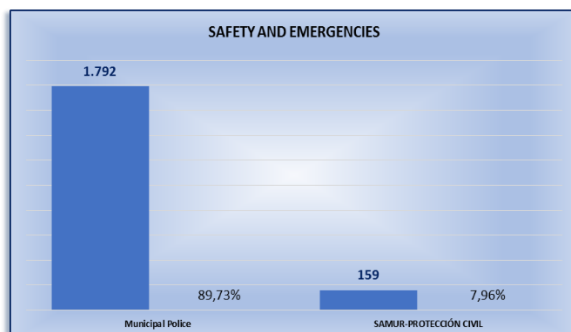
- **CULTURE:** 2,787 S&Cs, 2.92% of the total processed.



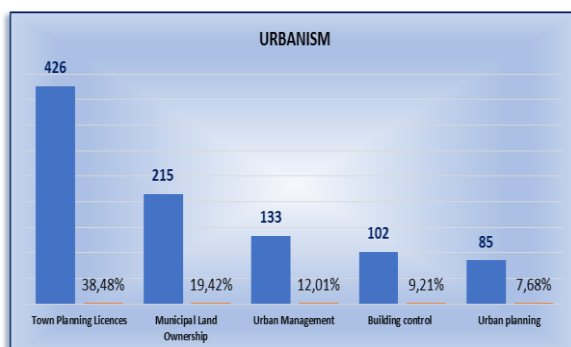
- **HEALTH:** 2,688 S&Cs, 2.82% of the total processed.



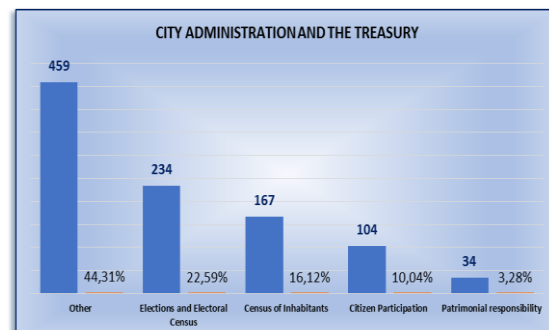
- **SAFETY AND EMERGENCIES:** 1,997 S&Cs, 2.09% of the total processed.



- **URBANISM:** 1,107 S&Cs, 1.16% of the total processed.



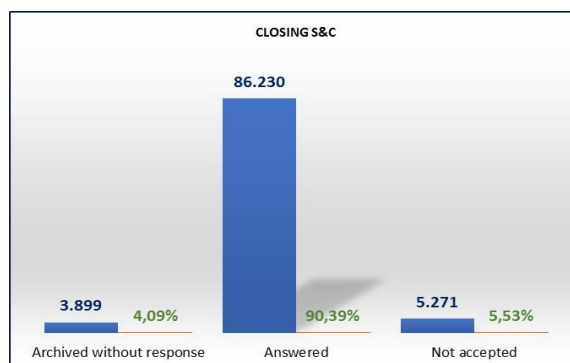
- **CITY ADMINISTRATION AND THE TREASURY:** 1,036 S&Cs, 1.09% of the total processed.



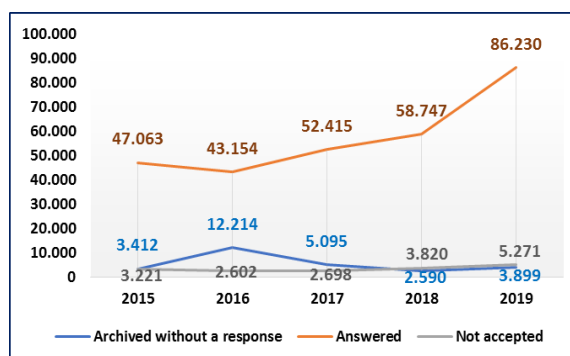
3.4. CLOSING OF THE S&Cs

3.4.1. Global data

This section shows the final result of the management carried out by the Management Units on those S&Cs allocated to them.



Variation data:



The analysis shows that there has been an improvement in the management (response) of S&Cs throughout the series, although in 2019 there is a significant growth in those filed without response compared to 2018. The main factors that have influenced this increase in

unanswered files are that the maximum period for responding to S&Cs fell from 3 to 2 months when the Ordinance on Citizenship and Electronic Administration of 26 February came into force on 12 March and also, above all, the impact of the organic restructuring of the Government Areas at the start of the new mandate.

3.4.2. Closing analysis by organisational areas

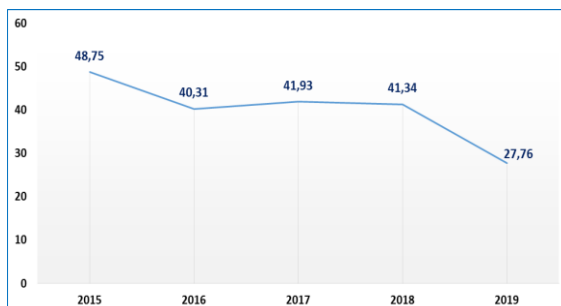
The tables below show the information in order of highest to lowest processing for the 2019 submission period:



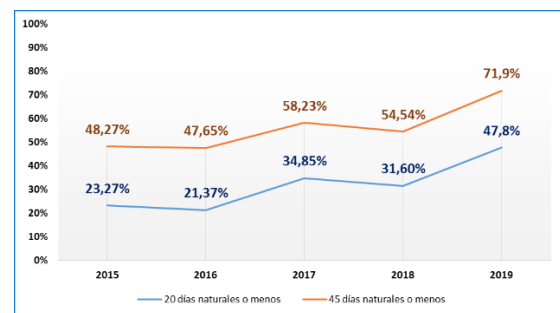
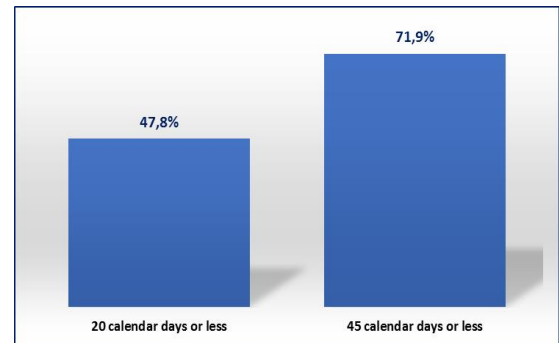
3.5. PROCESSING TIMES

The average response time for 2019 was **27.76** calendar days.

Average time variation data:



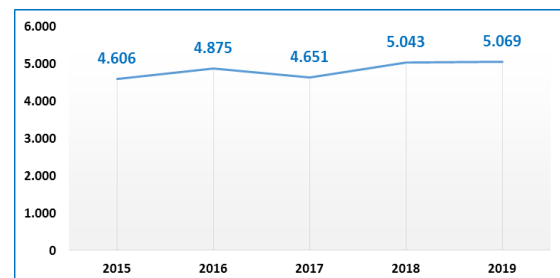
As for S&C percentages with response by calendar days:



4. TAX S&Cs

In 2019, a total of **5,499** requests were received (including 131 that were registered directly from the Suggestions and Complaints Service).

Of these Tax S&Cs entries (5,499), a total of 430 (7.82%), were changed to General S&Cs or General Requests for Information due to their content during the monitoring phase. Therefore, the final number of S&Cs that were managed and processed by the Tax S&C Department in 2018 was **5,069**.

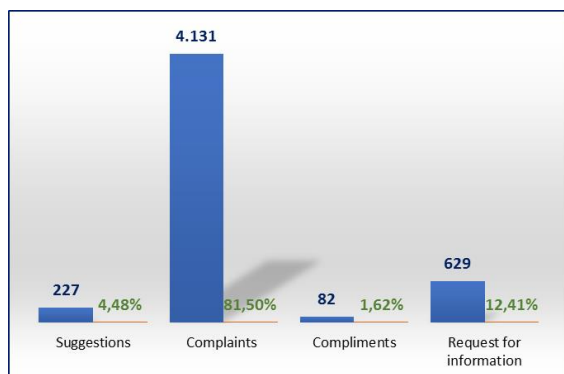


In 2019 the processing data is stable, with a slight growth of 0.52%.

There were a total of 5,069 S&Cs managed during 2019 (26 more than in 2018).

4.1. TYPE OF S&C

Distribution by type of request in 2019:



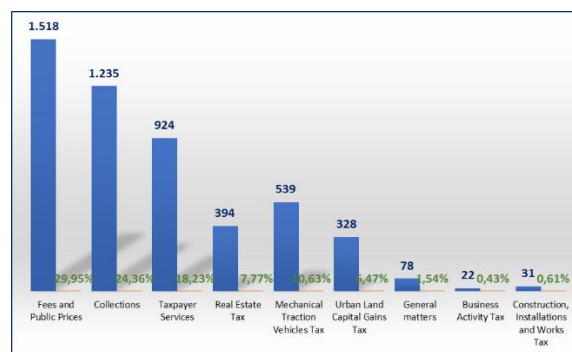
The variation data by type of S&C for the period 2015-2019 are shown in the table below:

	2015	2016	2017	2018	2019
Suggestions	427	302	241	223	227
Complaints	3,858	4,184	3,867	4,082	4,131
Compliments	90	114	106	107	82
Request for information	231	275	437	631	629
TOTAL	4,606	4,875	4,651	5,043	5,069

4.2. ANALYSIS BY CATEGORY AND SUBCATEGORY

In 2019, the highest number of requests were received under the category “Fees and Public Prices”, with a total of 1,518, representing 30%. Already in 2018, this category had experienced a very significant growth due to complaints about prices paid at the sports centres, which users considered to be inappropriate, whether they were the subscriptions for free use that they had acquired, or because classes were suspended or they had stopped going. The category “Collections” with 1,235 requests (24.4%) had the second highest number of requests, followed by “Taxpayer Services”, 924 (18.2%). These three categories account for 72.5% of the category’s total S&Cs.

The rest of the categories show much lower figures than the previous ones.



The variation data in terms of S&C numbers for 2015-2019 are shown in the table below:

Category	2015	2016	2017	2018	2019
Fees and Public Prices	340	583	735	1,425	1,518
Collections	2,029	2,125	1,633	1,454	1,235
Taxpayer Services	512	790	817	792	924
Mechanical Traction Vehicles Tax	681	562	476	431	539
Real Estate Tax	714	618	573	530	394
Urban Land Capital Gains Tax	205	144	287	283	328
General matters	98	17	99	83	78
Construction, Installations and Works Tax	16	18	15	19	31
Business Activity Tax	11	18	16	26	22
TOTAL	4,606	4,875	4,651	5,043	5,069

“Fees and Public Prices” maintains its increased variation, which has been continuous during the period, although the increase in 2019 is much more moderate, up 6.5%. On the other hand, there were significant increases in those related to the “Mechanical Traction Vehicle Tax” (acronym in Spanish, IVTM) (25%), “Taxpayer Services” (16.7%), and “Urban Land Capital Gains Tax” (acronym in Spanish, IIVTNU) (15.9%). Finally, it is important to highlight the significant growth of the requests referring to “Construction, Installations and Works Tax” (acronym in Spanish, ICIO), which experienced an increase of 63%. Besides losing importance in the Tax S&C set each year, “Collections” has 15% less requests in 2019 compared to 2018.

The distribution of subcategories within each tax category is shown in the chart below:

QUALITATIVE ANALYSIS

In the session of 23 December 2016, the Madrid City Council Plenary Meeting unanimously approved an agreement by which it urged the Area of Government responsible for Suggestions and Complaints to include in the Annual Report a qualitative analysis of the data on Suggestions and Complaints (hereinafter, S&Cs) identifying the areas for improvement in relation to those issues most demanded by the people of Madrid.

This agreement has enabled a specific section to be included in the 2016 Annual Report devoted to the qualitative analysis of all the S&Cs received during the year of analysis, meaning that municipal and political leaders have a valuable tool for clearly identifying the municipal areas that can be improved.

In this section, the 2019 S&C Annual Report makes a detailed analysis of all the information that citizens have transmitted to the City Council through the means that the S&C System makes available to them. From this analysis it will be possible to clearly see the value of municipal services, the way in which they were provided and, fundamentally, the effectiveness of public policies applied during 2019 in the different areas of activity that most affect the citizens of Madrid. In this sense, it is clear that its drafting contributes and serves to improve the actions, programmes and plans that have been implemented in the different municipal services.

Systematically analysing the public services that Madrid City Council has made available to citizens will contribute to generating knowledge about the way in which the service has been provided, about which contexts are most efficient and useful, about who the key actors are for them to be carried out successfully, about the response given by the different municipal units, etc. In short, knowledge on how to provide public services more correctly will be placed in the hands of political and municipal decision-makers.

From a methodological point of view, the 2019 Annual Report maintains the focus of the previous year, carrying out a systemic and integrating analysis of all the areas of activity in the life of the city of Madrid in which municipal

action is involved. This integrated and complete approach, framed in areas of activity in which municipal action is decisive, has the advantage of being able to deal with all S&Cs in a global manner, without having to establish criteria to exclude those that, due to the volume received, would not form part of the set of issues on which the study is carried out.

Finally, it should be noted that the analysis in this section is structured into two blocks, the first referring to S&Cs of a general nature, and the second to S&Cs of a tax nature.

GENERAL S&Cs

With respect to general suggestions, complaints and compliments, the following diagram shows the different **AREAS OF ACTIVITY** identified for the analysis of the different aspects of the city about which, mainly, citizens have submitted requests in the S&C System:

	CITY ADMINISTRATION	
	RELATIONSHIP WITH CITIZENS	
	CULTURE	
	SPORTS	
	EDUCATION AND YOUTH	
	SOCIAL SERVICES AND SOCIAL COHESION	
	HEALTH	
	EMERGENCIES	
	SAFETY	
	ENVIRONMENT	
	PUBLIC SPACES	
	MOBILITY AND TRANSPORT	
	HOUSING	
	EMPLOYMENT	

The table below shows the correspondence between the **AREAS OF ACTIVITY** and the **ANALYSIS BLOCKS**.

AREAS OF ACTIVITY	ANALYSIS BLOCKS
CITY ADMINISTRATION	<ul style="list-style-type: none"> Political assessments and management of the government team
RELATIONSHIP WITH CITIZENS	<ul style="list-style-type: none"> Citizen services Citizen participation Electronic administration Transparency
CULTURE	<ul style="list-style-type: none"> Cultural activities Libraries Other cultural infrastructures
SPORTS	<ul style="list-style-type: none"> Sports facilities Sports activities Services and sports promotion
EDUCATION AND YOUTH	<ul style="list-style-type: none"> Centres, educational activities and socio-educational resources Maintenance and human resources in public schools Coordination and management of artistic education Youth
SOCIAL SERVICES AND SOCIAL COHESION	<ul style="list-style-type: none"> Primary Social Care and social aid Social Services aimed at specific groups: prevention and protection Residential emergencies Equality
HEALTH	<ul style="list-style-type: none"> Prevention and health promotion Public health Addictions
EMERGENCIES	<ul style="list-style-type: none"> Fire Service Activities Activities of the SAMUR-Protección Civil Service
SAFETY	<ul style="list-style-type: none"> Neighbourhood harmony Public safety Road safety Treatment and care of citizens
ENVIRONMENT	<ul style="list-style-type: none"> Cleaning of public open spaces Waste collection and treatment Water Trees and green areas Recreational areas
	<ul style="list-style-type: none"> Atmospheric pollution Odours Noise pollution
PUBLIC SPACES	<ul style="list-style-type: none"> Public road damage Street furniture Lighting Street signage Works
MOBILITY AND TRANSPORT	<ul style="list-style-type: none"> Traffic and circulation Parking Cyclist mobility Parking and Residential Priority Areas Occupation of public roads
HOUSING	<ul style="list-style-type: none"> Aid programmes
EMPLOYMENT	<ul style="list-style-type: none"> Active employment policies Administrative processing of selective processes and job banks

Each of the analysis blocks in the table above obtains the information from the subcategories of the S&C System in which all the requests submitted by citizens are classified.

It should be borne in mind that many of the shortcomings that have led to the submission of complaints and suggestions, at the time of drafting of this Annual Report or their submission to the Special Committee for Suggestions and Complaints, could already have been resolved as a result of the implementation of corrective measures by the competent units.

Finally, it should be noted that the information incorporated into the various sections of this block of qualitative analysis must be completed with that which has been incorporated into the **ANNEX of AREAS OF ACTIVITY**, where the various resources available to Madrid City Council for the provision of services to citizens are shown.

5. CITY ADMINISTRATION

The S&Cs classified within the City's Administration area constitute 1% of those processed by the Management Units.

The analysis block identified within this area corresponds to the general political assessments that citizens have made of municipal management and includes all those

S&Cs related to the events planned by the government team, general proposals for improving public services, energy efficiency and sustainability, water consumption, general cleanliness, waste management, public safety, etc. In short, issues that, due to their general nature, go beyond the scope of the competence of one area of government or cross-cutting decisions that affect various bodies. We are therefore dealing with a set of documents and requests presented by citizens that is configured as a multidimensional concept that refers to many other associated concepts.

During 2019, the main reasons for Suggestions and Complaints can be grouped into:

- The issue that has given rise to the greatest number of complaints has been the holding of mass events and, as a result, the disturbance caused by noise, lack of cleanliness and mobility restrictions. These types of complaints are distributed as follows:
 - Complaints about the holding of concerts in the IFEMA-Valdebebas area. Mainly related to the mobility difficulties they have caused and the excess noise.
 - The LGTBI Pride received complaints regarding noise and mobility restrictions and, above all, about the presence of portable toilets in public spaces, particularly during the days after this event.
 - Opinions against the holding of Marathons, due to the problems and inconveniences that they generate for the mobility of the citizens.
 - The Champions League final also saw various documents with complaints and suggestions being filed.
- A second group includes complaints related to a new issue, which had not occurred in previous years, regarding the bus service during the Christmas period. In general, they refer to suggestions that the service should not be privatised and that it should continue to be provided by EMT. Others are related to the malfunctioning of the service, in particular of its website which presented many difficulties for citizens when trying to purchase tickets.
- The presence of flags in public spaces also generated activity in 2019. Specifically, the complaints referred to the need to change some flags due to their state of conservation (deterioration), the placement

of flags in certain places or, on the contrary, requests to remove flags, basically in two places: on the main façade of the Cibeles building, and on the one located in the Montecarmelo district.

- Another issue of interest in 2019 was the complaints due to the telephone calls made during the election campaign to citizens' private homes.
- The issue of cleanliness, from a general point of view and affecting the whole city, should also be pointed out within this Area of Activity. Generally, the documents refer to the need to take measures from the government team to solve the problem of canine excrement collection and the need to analyse the DNA of the excrement. All this falling under one objective: to find and fine the people who own the pets.
- The reversion of Calle Galileo to the previous situation (reform carried out by the previous municipal government team) was another novel issue during 2019 that provoked complaints and suggestions addressed to the government team.
- Issues related to the application of the Spanish Law on Historical Memory show a decrease with respect to the activity in previous years (in 2018 this issue practically occupied 15% of S&Cs), with an input of around 3%, and in all cases almost 60% favoured the application of the law.
- Finally, and to a lesser extent than the previous ones, various issues should also be mentioned, such as documents showing dissatisfaction with the protest camp that was held on the Paseo del Prado at the beginning of the legislature, complaints against the illegal occupation of buildings and homes, documents opposing the use of dead animals in the Bullfighting School, and complaints about the presence of illegal street vendors.

Along with the entry of the complaints and suggestions analysed above, it cannot be forgotten that compliments were also received from the government teams that governed the city during different periods in 2019.

6. RELATIONSHIP WITH CITIZENS

The S&Cs classified within this area of activity constitute 5% of those processed by the Management Units.

The analysis carried out on this area of activity is structured into the following blocks:

1. Citizen services.
2. Electronic administration.
3. Citizen participation.
4. Transparency.

Analysing the S&Cs received during 2019 that fall within this area of activity allows us to point out the following most relevant aspects:

1. Citizen services.

1.1. 010 Phone Line – the main reasons for complaints received during 2019 refer to the difficulties citizens have had in making contact (excessive time, lines down, lines occupied, service not working, etc.), the information received, which in many cases is considered deficient or erroneous (wrong appointments, defective information on the opening times of municipal offices, etc.) and the cost of the service, which according to the information on the municipal website is free. In addition to this main group of complaints, other complaints should also be indicated concerning the treatment received from agents, the improvement of the service, failures in the computer system that made it impossible to process the required service and payment by card, the incorrect performance of procedures and formalities requested, inadequate service and the excessively high volume of call waiting.

In the suggestions and improvements section, we can highlight the proposals for a free service, the incorporation of new procedures, general improvements to the service and those related to the voice-over of the call recording.

1.2. Website – Analysing the S&Cs received on the municipal website allows us to verify that they are closely related to the impossibility or difficulties of carrying out procedures in which a digital certificate is required.

Those that directly refer to aspects of the website refer to the correction of spelling errors on the website, the rectification of errors in the information, complaints about the existence of links to information that is not working properly, and proposals for improving the organisation of information in general.

1.3. Social Networks – in relation to this service, the S&Cs received mainly concern:

- Dissatisfaction with the information published through Twitter.
- Complaints due to lack of response or wrong information.

- Requests for the incorporation of information or notices through Twitter.
- Complaints due to the treatment received.
- Incorporation of new services: WhatsApp.

1.4. Online chat – complaints have been received regarding its operation. In general, the complaints refer to the fact that it is not very useful and that it should be improved.

1.5. AVISOS MADRID – the application of incidents and notices from Madrid City Council has received complaints and suggestions referring to the following matters:

- Proposals for improvement in the communication of the state of processing of incidents.
- Suggestions to improve the application, mainly in the field of location.
- Request to update the Avisos Madrid app.
- Complaints due to malfunctioning (no confirmation messages for warnings, errors when uploading photos, incorrect locations, slowness in the application, etc.)
- Complaints due to it not being operational for several days.
- Incorporation of new functionalities, such as the sending of an e-mail with the result of the management task carried out after the resolution of the incident.

1.6. Citizen Services Offices – Analysing the S&Cs received in the various Citizen Services Offices allows the following reasons for complaints and suggestions to be established:

- Complaints due to the lack of staff offering service to the public.
- Complaints due to the lack of punctuality across the service.
- Complaints due to the delay and management of appointments, mainly for procedures related to the census. It should be noted that this was one of the issues that received the most S&Cs during 2019.
- Complaints due to waiting times for carrying out procedures.
- Complaints due to service and treatment by staff.
- Complaints due to incorrect information.
- Complaints due to the state of the facilities, specifically the toilets.
- Complaints due to poorly functioning computer systems.
- Complaints due to the organisation of service posts.
- Proposals on extending opening times.

1.7. In-person registration – the main reasons for complaints received include:

- Complaints due to the excessive time that citizens have had to wait for the procedures to be carried out.
- Complaints due to the delay in the processing of the documents submitted.

1.8 Suggestions and Complaints System – the Suggestions and Complaints received regarding the System itself refer to the following matters:

- **Technological and related to the submission forms.** This group includes a large number of requests for the inclusion of concepts in the field of the online form “Category or subject”, in which the system user classifies the request. From this S&C group, it should be noted that 108 practically identical suggestions were received requesting the inclusion of the concept “Cat colonies” in the classification.

This group is completed by those referring to connection problems, which have almost always been of a one-off nature, fundamentally motivated by programmed and announced maintenance tasks. Along with the above, a small number were received related to the non-visibility of the text of the request when consulting the response electronically, the non-reception of automatic messages by the application, the impossibility of attaching files to the request by size, problems with the access security code (CAPTCHA code), problems with access to the sound recording established for the visually impaired, difficulties in making the submission through the form located on the e-Office (if found), and problems in filling in the location field with certain addresses.

- **Procedures and configuration of the service:**
 - The problems of allocating to particular units.
 - Registration as a suggestion or complaint in a document addressed to a District Councillor.
 - The lack of general service and, therefore, of the usefulness of the service (reference to the unspecific response and the non-resolution of the problem raised).
 - The closure of repeat applications with others (accumulation of requests for a single response).

- Non-acceptance because the request falls within the competence of a public company, because the issue raised has to be presented as a complaint since it requires the initiation of a sanctioning procedure.
- Complaints about the lack of identification requirements that allow submission with only an e-mail address, which can lead to the use of other people’s e-mail addresses.
- Complaints about the requirement of the S&C reference number to access the processing status.
- Complaints due to late responses.
- Complaints due to filing without response to requests.

Compliments for the service rendered should also be noted, which generally apply to all staff members involved in the System.

1.9. Census – during 2019, the main reasons for the complaints received have been due to:

- Proposals to extend the means for requesting confirmation of residence in the census: e-mail, post, etc.
- Suggestions on the elimination of the in-person form of the registration procedures and the incorporation of other means.
- Proposals to obtain census certificates immediately.
- Complaints due to administrative delays and appointments for the issuance of census slips.
- Complaints due to incidents and shortcomings in the operation of the census form published on the municipal website.
- General complaints due to registration services and changes to municipal census data.
- Complaints due to the opening times for carrying out administrative registration procedures.

2. Electronic administration.

During 2019, the greatest number of complaints are related to the poor functioning of the services or components of the e-Office and the Electronic Register that are activated for the completion, signing and submission in electronic format of requests, or the lack of support for user browsing.

Regarding the shortcomings of the various components, the difficulties with the identification and signature systems and with the entries in the electronic register, categories

into which most of the complaints can be grouped, should be highlighted.

There have been several periods when the systems failed in terms of system downtimes and use of electronic certificates, especially with those of legal entity representatives.

There was also a failure in the payment system, which, for procedures involving payment, made it impossible to process or make payment but not to register the request, which was more of a usability problem than a technical failure.

The usual reason for complaining is the impossibility of changing the data in the City Council's user and password system to access "My Folder". This option was eliminated for technical reasons and has not been recovered, which has meant that the only means of requesting this change is through the S&C System. The analysis tells us that, in essence, they are not complaints, but that since there is no support system for citizens, this is the only means they can use. As with other cases in which the citizens complaining request help, support or information on how to carry out the procedure.

In summary and for each of the areas analysed, the following reasons for receiving S&Cs can be indicated:

2.1 Electronic register – The main cause of complaints was faults while connecting to the electronic archive, as a result of which entries were made without the accompanying documentation or the making of an entry was prevented.

2.2. e-Office – The main reasons for sending complaints and suggestions are related to:

- General problems with the operation of the e-Office.
- Complaints concerning electronic identification systems and certificates.
- Complaints due to the impossibility of carrying out the procedures when the e-Office is operational.
- Complaints due to the inconvenience caused by not being able to complete the processing process.
- Complaints due to the improper functioning of the payment gateway.
- Complaints due to technical difficulties encountered when changing passwords.

3. Citizen participation.

During 2019, the main reasons for the submission of S&Cs by citizens allow the complaints and suggestions to be grouped into the following blocks:

- **Incidents and operation of the website decide.madrid:** this is the main reason for the complaints and suggestions received as it is the main means for citizen participation in the processes of public involvement. They mainly refer to suggestions for improving the website and access problems.
- **Participatory budgets:** this is the second reason for sending S&Cs and is motivated by the delay in the publication of the winning projects, by the deadlines, by the state of execution or the unfeasibility of the projects, etc.
- **Other reasons:** this group includes complaints and suggestions about other participation processes and issues related to volunteering.

4. Transparency

Analysing the S&Cs received allows us to establish the reasons for the complaints and proposals:

- Complaint indicating that the information on budget implementation had not been updated in the last two months. The delay was due to the constitution of the new Corporation and the organisational changes in the corresponding administrative units and bodies.
- Lack of a contact e-mail for the Mayor's Office.
- Correction of an error in the information published on the Transparency Portal in relation to two annual reports on the degree of compliance with cleaning services.
- Suggestion related to the Open Data Portal, indicating that it would be interesting that, in addition to the existing filters in the Portal, the search for information by more downloaded datasets would be facilitated.
- Link error in the open weather data published on the Portal.
- Complaint of a student who is doing a research work on tourism, asking for indication or help as to how to download a file in which she is interested, since it is necessary for her work and she is not able to download it.

7. CULTURE

The S&Cs classified within this area constitute 3% of the total S&Cs processed by the Management Units.

The blocks on which the S&C study is carried out provide information on the degree of impact and effectiveness of the provision of municipal resources allocated to the field of culture:

1. **Activities, programming and cultural offerings.**
2. **Libraries.**
3. **Other cultural infrastructures.**

Analysing the identified blocks allows us to point out the following most relevant aspects:

1. Activities, programming and cultural offerings

1.1. Activities in District Cultural Centres –

The complaints and proposals included in this section are related to the general state of the facilities where the workshops and activities are held (generally due to lack of comfort), to the programming and development of the activities and workshops (for example, requests for new activities, delays and cancellations, attitude and competence of the teaching staff or management of replacements), to the administrative procedures for registration and to the treatment of and service to users.

Analysing the S&Cs received allows us to correlate the following reasons that have led to them being submitted:

- General complaints due to the state of conservation and maintenance of the facilities at different Centres.
- Complaints due to incidents that prevent the normal functioning of programmed activities.
- Complaints due to the procedure for awarding places on courses and workshops.
- Proposals related to the offer of courses and workshops, fundamentally, on expanding them, both in terms of number and hours: courses in English, Arabic, defence and security, theatre, etc.
- Complaints due to inadequate air-conditioning in the classrooms where the courses, workshops or activities are held and in the study rooms.

- Complaints due to inadequate ventilation of the Centres (odours).
- Complaints due to the removal of classes or workshops or changes from the schedule.
- Complaints due to temporary closures as a result of maintenance and conservation work.
- Complaints regarding teachers due to inadequate knowledge, lack of competence, the way the courses are given and the way they are treated.
- Complaints due to the lack of adequate material in courses, workshops and study rooms.
- Problems registering for activities, workshops and courses during the registration period as a result of computer problems in the operation of the Activities Platform (PLACT).
- Requests about the need to open new study rooms.
- Proposals concerning the opening times of the study rooms, such as opening on weekends and extending the opening times during exam periods.
- Proposals concerning internet and WiFi services: new services, elimination of restrictions on access to pages, creation of more posts, complaints about the slowness of the service.
- Proposals on extending opening times.

1.2. Outdoor activities – The main issues raised by citizens regarding cultural activities held outdoors can be grouped into: neighbourhood or district festivals, and events in the city and other cultural activities. For each of them, in general, we can detail the main reasons that have determined their submission:

- Events: complaints about the inconvenience caused, mainly by noise and dirt, as a result of the holding of events with large crowds.
- Neighbourhood/District festivals: complaints about noise, dirt, traffic restrictions, parking difficulties, locations of fairgrounds, traffic jams and cuts caused by them and uncivil behaviour by some people.

1.3. Cultural offerings – This section analyses the S&Cs received by the Directorate General for Cultural Programmes and Activities, which is the competent municipal unit for coordinating the promotion of culture in its

different areas and artistic disciplines, as well as being responsible for promoting the various programmes or actions that enhance and encourage citizens' access to culture. However, it should be noted that, except for those activities and programmes for Easter or the Almudena Concert which are managed directly by the Directorate General, the rest of the cultural activities are organised and coordinated by the company Madrid Destino, Cultura, Turismo y Negocio S.A., which, as indicated above, has its own Suggestions and Complaints System.

With respect to the analysis block of the cultural offering, studying the S&Cs presented by the citizens allows us to correlate the following aspects of interest:

- In the area of cultural programming: complaints were received regarding incidents or anomalies in the operation of the e-Office during the request process and the deadline for correcting documentation for the 2019 call for aid for creation and national and international mobility, and with the replacement of a commemorative plaque for the Madrid Memory Plan dedicated to Carmen Laforet, regarding incidents in the management of registrations for the Madrid en Crudo programme, which was intended to provide spaces for rehearsals in cultural centres.

Proposals have also been made to reserve seats for people with functional disabilities at different events, to improve the Madrid Memory Plan, to include improvements to the Puppet Theatre in the Retiro Park and to have a more balanced Christmas programme in all the city's districts.

- Regarding the Madrid Municipal Symphonic Band: complaints have been received regarding the improvement of information on access, organisation and holding of concerts and also, the generation of a system for reserving seats for the concerts.

2. Libraries

The analysis of the S&C received on the Libraries is carried out by establishing a distinction between the general Public Libraries and those that the Directorate General for Libraries, Archives and Museums calls Specialised Libraries; these being understood as groups of centres including the Municipal Historical Library, the Víctor Espinós Music

Library, the Madrid Memory Digital Library, the Technical Library, the Municipal Newspaper Library, the Artes del Libro Municipal Printer and the La Villa Archive.

With respect to general Public Libraries – from the analysis of the S&C received during 2019, the main reasons for complaints or suggestions have been:

- Issues related to study posts. An increase in the number of reading posts and extending of opening times is requested including weekends in order to be able to study.
- Treatment received by the staff. In particular, in the Eugenio Trías Library, which has the largest number of complaints.
- Restricted access to websites through the internet posts.
- Closures and reduced opening times due to lack of staff, for example, at the Gloria Fuertes, Eugenio Trías and Buenavista Libraries.
- Long-term closures due works, as has happened in La Chata and José Saramago.
- Summer weekend closures.
- Inter-library loan suspension.
- Noise produced by staff conversations.
- Control of reading posts occupied by items and therefore are not available for study.
- Vending machines: because of the noise they make.
- Complaints due to the collections, e.g., Spanish Constitutions not updated after the 2011 reform.
- Complaints due to air conditioning problems in the facilities.
- Suggestions for borrowing materials with national ID cards.
- Complaints due to the state of conservation of the equipment and furniture.

For their part, the Specialised Libraries – have received complaints during 2019 for the following reasons:

- Víctor Espinós Library: complaints due to the scarcity and age of books and audios for learning the harmonica, about the poor air conditioning of the rehearsal booths and, fundamentally, many complaints have been received referring to problems that occurred in the electronic service at the

beginning of the instrument lending period.

- La Villa Archive: due to the delay in responding to requests for plans and files and due to the malfunctioning of two microfilm machines.
- Municipal newspaper library: inadequate air conditioning in the microfilm room on the ground floor and the treatment received by the Centre's staff. Finally, it should be noted that a significant number of complaints refer to the closure of the paper publications consultation room.
- Municipal printer: complaints were only received due to an incorrect start date for a temporary exhibition.

3. Other cultural infrastructures

This section analyses the S&Cs received about municipal museums, the planetarium and municipal monuments.

Museums – the Suggestions and Complaints that have been submitted to the System are related to the following issues:

- Exhibitions: due to various reasons such as not allowing the mural paintings to be photographed, due to the contents of an exhibition, due to the one-off unannounced closure of a room, and due to the non-existence of a dossier for a temporary exhibition.
- Due to the inadequate treatment from the staff.
- Due to the impossibility of paying with cards when buying books.
- Due to exceeding capacity at the Temple of Debod tours.
- In general, proposals for improvements to museum information brochures.

Planetarium – the S&Cs received relate to:

- Complaints due to failed advance ticket sales at the Planetarium.
- Complaints due to the lack of punctuality in the starting time of the Planetarium's projections.
- Complaints due to the absence of reserved seating for staff with functional disability.
- Due to lack of a water fountain.
- Complaints due to improper treatment by Centre staff.

Monuments – A high percentage of them refer to the state of conservation and cleanliness of sculptures and monuments. Some were also received referring to the removal or change of location, the implementation of fences or gates to improve and ensure their protection, the improvement of the environment and the identification of certain monuments and cultural infrastructures. Some suggestions have also been received referring to the improvement of the information panels on the wall of Madrid and the installation of awnings or protective elements for bad weather at the Puppet Theatre in Retiro Park.

8. SPORTS

The S&Cs classified in the area of Sports make up 7% of those processed by the Management Units.

The following analysis blocks have been established within this area of activity:

1. **Activities, programming and sport offerings.**
2. **Municipal sports facilities.**
3. **Services and sports promotion**

By studying the S&Cs related to sports services and equipment, the aim is to analyse the questions that citizens raise in relation to their perception of the supply of physical activity and sports services (quality and diversity), the condition and maintenance of sports equipment, sports medicine services and the events, tournaments, competitions and programmes organised for the promotion of sport.

By studying the S&Cs through the different defined analysis blocks, the following information can be obtained:

1. Activities, programming and sport offerings. They refer to the activities and classes for the practice of physical activity and the learning and improvement of sport through different programmes. The main issues raised by citizens are related to:

- Cancellation, removal of classes and activities:
 - Complaints about the removal of classes or activities, mainly because the absences of teachers are not covered, although they also occur for other reasons such as changes in the

programme, works, lack of staff. In many cases, they complain because they have not been warned in advance, because classes are not recovered, because of inadequate management and request a refund of the proportional amount paid.

- Facilities in which classes are given:
 - The state of conservation and maintenance of the facilities.
 - Shortcomings in air conditioning and comfort.
 - Lack of adequacy of classrooms for the development of classes.
- Programming and registration:
 - Incidents in the registration and course request process (errors while preparing the lists, etc.)
 - Extending the offering of classes and activities (request for more activities, extending the number of hours).
- Inadequate maintenance and replacement of sports equipment:
 - Materials used in the classes or activities, lack of material, deteriorated material that is requested to be replaced, etc.
- Staff/organisation:
 - Teachers (knowledge, competence, way of teaching, punctuality).
 - Treatment of staff (monitors and administrative staff) in municipal sports centres.
 - Lack of staff and problems in covering replacements: complaints due to lack of staff because teachers' absences are not covered, because it takes too long to appoint a replacement, or because there are too many changes in the teaching staff.

In addition to the general issues mentioned, the analysis of the S&Cs managed by the Directorate General for Sport and by each of the Districts shows that the main reasons for complaints and suggestions received correspond to:

- Issues related to the regulation of public prices for the provision of services.
- Website information: requests indicating the need to publish the activities, opening times and fees of each municipal sports centre, and that it is operating correctly.
- Suggestions to facilitate electronic access to sports services.

- Complaints due to access to the weight room by holders of special sports cards when there has been no sports technician present.
- Lack of staff at the ticket offices of all the centres on the days when registrations are formalised, when there is a large influx of people, etc.
- Class vacancies: dissatisfaction with the system.
- Regulations and organisation of sports activities for the over-65s: It is pointed out as a reason for complaint that the over-65 classes seem to be designed only on the assumption that all the over-65s have serious mobility and understanding difficulties, being very unsuitable for those elderly people who are in perfect physical and intellectual condition.
- Class removal: complaints about the lack of recuperation of cancelled classes.
- Satisfaction survey: suggestions on the need to carry out a survey to assess the work of the teaching staff.
- Service: difficulties in contacting the centres by telephone.
- Programming: complaints about the shortage of classes for children, about the differences in activities and prices between centres and requests for Nordic walking to be extended in the evening and for more yoga, pilates and rhythmic gymnastics classes to be incorporated.
- Opening times and days: requests for centres to open on 24 December.
- Access requirements established for some activities.
- Complaints for the removal of the snow sports programme.
- Lack of control of attendance of participants in the Nordic Walk in Madrid parks.

2. Municipal sports facilities: these are Suggestions and Complaints that refer, both in the Municipal Sports Centres and in the Basic Sports Facilities, to the state of conservation and maintenance of the facilities, the request for new facilities, and the improvement of existing equipment.

By analysing the facilities by type, we found the following reasons for S&C submissions:

a. Municipal sports centres:

- **Reforms, improvements, repairs and maintenance of facilities**

- Complaints due to the delay in repairing the various damages, with the consequent bother for users of the centre.
- Requests for reform and improvement works.
- Complaints due to the state of conservation and general maintenance of the facilities.
- Lockers: demand for more lockers, maintenance and thefts in lockers.
- Complaints about the state of conservation of the changing rooms: water from showers, hair dryers, size, work, cleaning, etc.
- Air conditioning problems: excessive heat or cold and other facility problems
- Swimming pools: those concerning water temperature, the demand for lifts for people with reduced mobility, or requests for more swimming lanes.
- Lighting: improvement of lighting on sports grounds.
- Machines in sports facilities rooms: weight room and cardio machines.
- Total or partial temporary closures (of rooms or spaces) for various reasons: works, maintenance, lack of staff and change of means of management.
- Cleaning of the centres.

• **Staff, organisation, waiting times to access the service.**

- Information provided to citizens.
- Treatment and service received by the staff of the centre.
- Shortage of staff at the ticket offices, mainly during the registration period or for access to the summer pools.
- Opening hour-related issues, primarily requests for extended hours.

b. Basic sports facilities:

• **Reforms, improvements, repairs and maintenance of facilities**

- Complaints due to sports equipment.
- Complaints due to the state of conservation and maintenance.
- Complaints requesting graffiti removal and cleaning.
- Complaints due to the closure of courts or other facilities due to works.

• **Opening times and reservations.**

- Suggestions on opening and closing times.
- Requests for improvements to the procedure for making court

reservations and for managing possible changes.

3. Services and sports promotion, this block shows the different sections of analysis:

Sports Promotion: in which the main reasons for complaints have been due to the inconvenience caused by the sports races and events organised, requesting changes to the areas where they are held. Reference is also made to greater coordination between the various sporting events that take place. This includes various other issues such as suggestions for the construction of new pavilions or sports facilities.

Sports Medicine Services: S&Cs mainly concern difficulties in obtaining appointments for sports medical certificates or medical examinations at sports centres. Also, although to a lesser extent, they refer to the non-availability of a medical service in sports centres at weekends.

Tournaments, Competitions and Tests: most of the complaints refer to the inconvenience caused as a consequence of the holding of sports events (traffic cuts, impossibility of parking and access to homes) and as a consequence a study and analysis of the proposed routes for popular races to be held in the future is suggested. Another large group is made up of complaints regarding the lack of updating of the results of the official classifications of the competitions of the municipal games.

9. EDUCATION AND YOUTH

The S&Cs classified within this area constitute 0.52% of those processed by the Management Units. The analysis blocks identified:

1. **Centres, educational activities and socio-educational resources.**
2. **Maintenance and human resources in public schools.**
3. **Coordination and management of artistic education.**
4. **Projects aimed at youth.**

In 2019, the main reasons and causes raised by citizens through Suggestions and Complaints have been:

• Educational Activities

- Improvement of electronic management of activity requests.

- Increased communication with the centres for the organisation of the “Madrid, an open book” activities.
 - Municipal Education Centres
 - Problems due to the functioning of the heating system in the “Maestro Barbieri” Municipal Music School.
 - Increase of places for the Villa de Vallecas School of Music.
 - Installation of WiFi network in the “El Capricho” Municipal School of Music.
 - Start of musical language and instrument courses in the morning at the “Federico Chueca” School.
 - One-off problem on the e-Office for registering at the music schools.
 - Camps
 - Increase in the number of places available for camps for both regular pupils and pupils with special educational needs.
 - Modification of the deadlines for requesting a place, making it possible to find an alternative in the case that the request is rejected.
 - One-off problem in the electronic management for requesting summer holidays at the Paloma Centre in Cercedilla.
 - Review of the criteria for the award of places.
 - Increase in the programming of camps for boys and girls between 12 and 16 years old.
 - Open centres
 - Extension of the afternoon opening times at the schools in English.
 - Improving the dissemination of information for the request process.
 - Modification of the request form to allow at least 3 schools to be selected.
 - Increase of places for the centres open in English in the districts with more demand.
 - Impact on the implementation of some activities due to the works being carried out in the centre.
 - Review of the criteria for the awarding of places in the ordinary and special education needs categories.
 - Incident with payments and refunds of fees.
 - Nursery schools
 - Need for stability of the educational team in schools.
 - Delayed opening of new nursery schools
 - Creation of new schools in the neighbourhoods with the highest demand.
 - Review of the criteria for the acceptance process.
 - One-off problem on the e-Office for requesting a place in the acceptance process.
 - Problem in the operation of the heating and air conditioning system at E.I. Sabina, E.I. El Tren de Arganda, E.I. Veo Veo and E.I. Doña Francisquita.
 - Youth:
 - One-off problem with electronic management for sending requests.
 - Increased dissemination of information through different means.
 - Reduction of excess noise when carrying out activities in the youth centres located in the Barajas District and Chamberí District due to the inconvenience caused for some neighbours.
 - Care of the environment and facilities by the users of the Tetuán Youth Centre.
 - Opening of new youth centres.
- With regards to the compliments received, those relating to the creation of the School of Music in the District of Moratalaz, the percussion group of the Maestro Barbieri Municipal School of Music, the good management of the Nuestra Señora de la Paloma Summer Camp, the management of the Municipal Nursery Schools, the educational staff of the “El Fresno” Municipal Nursery School, the good management and activities carried out in the Tetuán Youth Centre and the theatre performance carried out in the Tetuán Youth Centre should be highlighted.

10. SOCIAL SERVICES AND SOCIAL COHESION

The S&Cs classified within the Social Services and Social Cohesion area constitute 3% of the total processed through the S&C system.

The blocks defined for the analysis:

1. Primary Social Care and social aid.
2. Social services and actions aimed at specific groups for the prevention of and protection against discriminatory situations.
3. Residential emergencies.
4. Equality

Analysing the S&Cs received during 2019 allows us to establish, for each of the identified analysis blocks, the following list of complaints and suggestions:

1. Primary Social Care and social aid. They concern the following issues:

- Complaints derived from non-in-person service, whether electronic or by telephone.
- Delays and errors with appointments (made online or through the 010 phone line).
- Telephone service from the Social Services Centres due to saturation (the call does not emit a “communicating” tone, meaning that it is not clear whether it has gone through, leading citizens to become confused, thinking that the phone has not been picked up).
- Complaints due to waiting lists.
- Delays in the processing of files and, consequently, delays in the granting of aid.
- Treatment from the staff of Primary Social Care centres.
- Requests for change of social workers.
- Physical accessibility to Social Centres.
- Lack of staff in the centres.
- Suggestions or complaints about opening times. In many cases, more service is called for during the afternoon.
- Transfer of information in situations of risk for some neighbours.
- Compliments to the staff of the Social Services Centres.

2. Social services aimed at specific groups - prevention and protection. In this block the analysis is shown according to the groups affected:

a. Elderly (and people with disabilities):

In the Day Centres (care), complaints and suggestions refer to:

- Perception of inadequacies in family respite requests.
- Service from the preventive physiotherapy service.
- Problems with transportation, duration, delays, established routes.
- Service from the staff of the centres.
- Healthcare, prevention and rehabilitation.
- Perception of shortcoming in food services.
- Location and maintenance of the facilities.
- Various issues related to the management of the centres.
- Dissatisfaction with the contribution.

The Municipal Centres for the Elderly (leisure),

have received S&Cs related to:

- Planning and coordination of the centre’s activity.
- Podiatry service: treatment, quality, service suspension.
- Madrid Mayor Card.
- Service from the staff of the centre.
- Activities, content, organisation, quality of the monitors.
- Different reasons related to management.
- Location and maintenance of the facilities.

In the Home Help Services, Suggestions and Complaints refer to:

- Treatment received, alleged theft and damage.
- Delays of assistants when going to homes.
- Dissatisfaction with the service from the home assistant. Differences between allocated hours and hours provided for home care.
- Malfunctioning of the contractor company or its staff: Dissatisfaction with the change of assistant and with the assistance hours. Non-compliance with schedules, delays with respect to announcements.
- Dissatisfaction with the contribution of users.
- Meals on wheels, laundry, ironing and revision: Food quality, delivery delays, schedules.
- Different reasons related to management.

The Teleassistance Service (TAD) has requests concerning:

- Treatment received.
- Delays when going to homes.
- Malfunction of the contractor or its staff.
- Dissatisfaction with the service.
- Different reasons related to management.
- Dissatisfaction with the contribution of the users.

b. Family, children, adolescents:

In the Family Support Centres (CAF), the S&Cs received refer to:

- Opening of new centres to avoid travel (Arganzuela).
- Enabling support for men in abusive situations (San Blas).
- Shortcomings in the facilities.
- Disagreement with the professional intervention and the service received.
- Appointment errors.
- Request for cancellation due to dissatisfaction with the performance and deletion of personal data.

- Improvements in the signage of the centres.
- Compliments on the assistance for the special needs of single-parent families.

The Child Care Centres, have S&Cs on:

- Protective measures taken in relation to children.
- Location and maintenance of facilities.
- Complaints and compliments on the service and treatment from professionals.

The Casa Grande Project has received S&C in which reference is made to:

- Expansion of the age range of child users.
- Improved information for workshop attendance.
- Extended opening times.
- Location and maintenance of facilities.
- Compliments, indicating the adequacy of the resource to achieve support for the upbringing and socialisation of families with young children.

Residential Centres (for families and children), have requests that refer to:

- Difficulties in living together within the Centre and in communicating with the team of professionals.
- Differences in the treatment received from the management team and in compliance with regulations.
- Bother from not feeling actively listened to by the professionals.

The Parental Intervention Centre has received S&Cs about:

- Lack of information on the intervention process.

In the Family Meeting Points (FMP), Suggestions and Complaints refer to:

- Waiting lists that delay the start of visitation.
- Location of the PEF, long and uncomfortable transfers.
- Disagreement with professional interventions.

The Home Help Services for Families and Children (SAF) has S&Cs relating to:

- Complaints about treatment from the assistants.
- Complaints about the content of the general information on the service on the municipal website, which does not correspond to certain particular situations.

Aid for families, has S&Cs regarding:

- Complaints with respect to the aid for collaborating in the payment of Real Estate Tax, complaints on former non-granted requests and requests for continued aid.

In the Municipal Network for Service to Victims of Gender Violence relating to partners or ex-partners, the requests refer to:

- Shortcomings in the operation of the service.
- Lack of places.

3. Residential Emergencies. SAMUR Social has received complaints and suggestions regarding the care of the homeless. Detailed analysis allows the following categorisation to be established:

- The occupation of public space by people who use it for all the activities of daily life, either individually or in small groups or authentic homeless camps. Requests received can be divided into two groups:
 - Due to the inconvenience caused, the noise and dirt that make unhealthy conditions and safety hazards be feared. These are the majority, and they often express great indignation and the demand that these people be "removed" from the site.
 - In order to demand greater service to these people, more hostel places, more actions by SAMUR Social, and more care services.

Most complaints are concentrated in the Centro and Almendra Central Districts. The complaints obviously reflect the distribution of the presence of homeless people, whether individuals or groups, in the city, and this distribution corresponds both to the possibilities of survival activity that the city centre offers these people and to the distribution of the equipment and services intended for them.

In the requests received, it is noted that throughout the year there are a number of "points" on which the people complaining insist. These are homeless camps that have persisted for years and that are causing a feeling in the neighbourhood of tiredness, indignation and even despair that the situation will not be fixed.

- Complaints by users in assistance processes.

4. Equality. Within this analysis block, all S&Cs received in the areas of immigration, prostitution and women trafficking, gender violence and the promotion of equality are not complied with. The detailed analysis allows us to establish that the main reasons for presenting complaints and suggestions have been:

- With regards to the operation or lack of places in the resources of the Municipal Network for comprehensive care of victims of gender violence.
- Complaints that address the problem of sexual exploitation and advertising of prostitution.
- Complaints about the institutional event of 25 November - International Day for the Elimination of Violence against Women.
- Complaints about the lack of a unanimous position of Madrid City Council against male violence.
- Complaints about the difficulties in obtaining the gender violence qualification.
- Complaint about the action taken by the competent Directorate General in a case of gender violence.
- Complaint due to the impossibility of submitting a subsidy project promoted by the Directorate General online.
- Dissatisfaction with the criteria for allocating places in the workshops held in the Equality Spaces.
- Suggestions regarding the practice of prostitution.
- Proposal on the creation of violence prevention programmes.

In relation to the S&Cs received, mention should be made of the compliments that have been submitted to the System that were addressed to the workers of the two Directorate Generals competent in the matters that are analysed and those that refer to the functioning of the Equality Spaces.

11. HEALTH

The S&Cs classified in the Health area constitutes 3% of those processed by the Management Units during 2019.

Analysing the Suggestions and Complaints that have been submitted to the S&C System and the study of the municipal structure responsible for health matters in Madrid City

Council allows the following analysis blocks to be identified:

- 1. Addictions**
- 2. Prevention and health promotion**
- 3. Public health**

During 2019, the S&Cs received within this area of activity have been motivated by:

- The regulatory framework. This category is usually used to collect those documents in which citizens show their disagreement with municipal ordinances, mainly the Ordinance Regulating the Possession and Protection of Animals. In this sense, the most demanded or suggested issues refer to the schedules for walking loose dogs, the obligation to wear a muzzle or the requirements established for potentially dangerous dogs, among others.
- Renewal of cat catcher's licences. During 2019, many S&Cs were received that referred to the paralysis of the administrative processing of files for the renewal of cat catcher's licences. Analysing the complaints received showed how the submission of this type of document was promoted and encouraged by certain groups or individuals through social networks.
- The following reasons for receiving S&Cs are related to the treatment received, the incorrect provision of a service or the lack thereof, the availability of staff and the request for a new service or regulation (Municipal Ordinances related to Madrid Salud).

1. Addictions. The main reasons for presenting complaints and suggestions in the System include:

- The treatment received from the staff.
- Complaints related to the lack of staff in the centres, opening times, efficiency, waiting time to access the service or incorrect service provision.
- The state of conservation and maintenance of the facilities: cleaning, works, etc.
- Proposals for information and addiction prevention campaigns.

The compliments received, which refer to the service and treatment received, should be highlighted.

2. Prevention and health promotion.

The main reasons for complaints have been related to the treatment received, lack of staff at the centres, lack of service provision, efficiency, ease of access, waiting time or incorrect service provision. For their part, the suggestions that have been submitted to the system basically consist of proposals to reactivate services that have been discontinued.

Finally, the compliments received should be highlighted, which refer to the quality of the service and treatment received.

In the detailed analysis of the S&Cs received in this analysis block, those received in the following centres should be highlighted:

- Municipal Community Health Centre (CMSc) Ciudad Lineal, 18 in total, 16 are related with the cessation of an activity due to the retirement of one of the professionals.
- The International Vaccination Centre has received complaints about the delay in individual appointments for consultations, as it can only assume a certain number per day.
Payment of the yellow fever vaccination fee, and payment of the municipal public price for international vaccination (can be paid at Bankia branches, or by card at the Centre itself). The management of the collection of a public right involves a series of requirements and checks, which could not be carried out at the same time as payment, despite a computer system having been developed so that payment could be made by card at the International Vaccination Centre. This system has to be fed with the information that is saved when the payment is made, which is the same information that is saved by the bank when the payment is made there. However, this sometimes delays the user long enough to create bother.

3. Public health.

The main reasons for complaints have been related to the lack of service provision and to regulations. The suggestions refer to changes in the regulations and requests for new services.

It should also be mentioned that these services have had many compliments related to the

organisation and other qualities of the service provided.

The two departments with the highest number of S&Cs are the Vector Control Department and the Veterinary Services Department.

a) Vector Control Department. The S&Cs received are primarily motivated by the continuation of a pest, such as rats or cockroaches, after a warning has been issued for this reason. All these S&Cs are sent to the Vector Control Department where it is checked whether the warning was attended to at the time, and a new inspection of the area is activated.

b) Veterinary Services Department. Analysing the set of S&Cs received regarding the different categories managed by this Department allows us to mention the following aspects:

- Most of the compliments, suggestions and complaints received, revolve around the presence of cats in the city of Madrid and the management of these populations. It should be noted that 26% of S&Cs presented in the field of urban cats – excluding the relative issues related to the renewal of collaborator cards– refer to registration and communication of the presence of cat colonies, and have their own communication means, through the portal madrid.es (e-Office/ procedures), so they are not admitted and are processed according to protocol. It should also be remembered that a large number of requests were submitted in the summer, all with similar texts and relating to the renewal and extension of collaborator (catcher) cards.
- Of the remaining issues raised, 1.5% referred to matters related to the animal collection service, 1.4% to a one-off episode of pine processionary plague that occurred during the month of March, and 1.3% to proposals for modification of regulations (municipal and regional).

12. EMERGENCIES

The S&Cs classified within this area constitute 0.2% of those processed by the management units.

Madrid City Council, within the framework of emergency policies and within the competencies attributed to it in this area, has various resources, among which the following stand out:

1. The Fire Brigade –through which the fire prevention and extinction and rescue service is provided– depends on the Directorate General for Emergencies and Civil Protection, which is part of the Safety and Emergency Coordination, which depends on the Government Area for Spokespersons of Safety and Emergencies of Madrid City Council.

During 2019, the main reasons for Suggestions and Complaints received by the system regarding the fire service refer to complaints derived from noise caused by acoustic signals. There are three types of complaints: complaints about the use of acoustic signals on routes to interventions, complaints about the use of internal loudspeakers in fire stations, and complaints about acoustic signals at traffic lights located at the exits of the stations.

Alongside these, but to a lesser degree, the other reasons for submission refer to complaints about delays in sending documentation (e.g., Self-Protection Plans or assessment reports) and complaints due to electronic errors in requests for intervention reports.

Finally, the number of compliments received should also be highlighted.

2. SAMUR-Protección Civil is a municipal emergency healthcare service. Analysing the S&C received by the SAMUR-Protección Civil service during 2019 allows the following grouping of reasons to be established:

- Complaints for perceived inadequate assistance. The problems derived from elective discharges in which the patient later presents an undetected problem should be highlighted.
- Complaints about perceived improper treatment.
- Complaints for excessive response time.
- Perception of problems in transferring the patient to the hospital.
- Generic siren noise complaints.

It is worth noting the number of compliments received, which is more than double the

number of complaints that have been submitted.

13. SAFETY

The S&Cs classified within the Safety activity area make up 2% of the total S&Cs processed by the Management Units.

Within this area of activity, the S&Cs received by the system basically correspond to the functions carried out by the Madrid Municipal Police Force:

- 1. Neighbourhood harmony.**
- 2. Public safety.**
- 3. Road safety.**
- 4. Quality of service: treatment and service by the Municipal Police agents.**

Through the study of S&Cs, different aspects or issues that citizens raise in relation to safety in the city of Madrid can be determined. It should be borne in mind that most of the S&Cs allocated to the Municipal Police, except for those that specifically refer to the treatment received by the agents, do not directly refer to a complaint for the service provided, but rather to a need, on the part of the citizens, for them to intervene in situations where there is noise, parking, consumption of alcohol on public roads, etc. Taking into account the above, for each of the analysis blocks mentioned above, the following reasons for sending S&Cs to the system can be established:

1. Neighbourhood harmony. Includes all those annoyances that neighbours cause to others for different reasons:

- Bother caused by the consumption of alcohol in public.
- Complaints about dog owners: no pick-up of canine excrement on public roads, dogs running loose, potentially dangerous dogs walking without a leash and without a muzzle, etc.
- Complaints due to lack of civility: papers, cigarette butts, litter, furniture, etc. that are thrown on public roads.
- Annoyance due to unauthorised street vending.
- Complaints arising from illegal homeless camps and due to homeless people.
- Various problems between neighbours, generally due to noise caused inside homes (building sites, dog barks, private parties, music, etc.).

- Complaints about the noise caused by firecrackers, flares, fireworks, etc.
- Noise from inside premises and from customers on public roads.
- Noise from street musicians.

2. Public safety. Referring to misdemeanors and criminal acts. These include:

- Suggestions for greater police presence to avoid robberies, muggings and theft.
- Requests for greater action against the sale and consumption of drugs on streets.
- Request for greater police presence to avoid the annoyance of people who clean cars at traffic lights or unauthorised parking.
- Suggestions for increased police presence in parks at night.
- Proposals to increase police forces to avoid or prevent criminal acts.

3. Road safety. As traffic within the Almendra Central of the M30 is managed in collaboration with the Mobility Agents Corps, police work has a greater impact in the outlying districts and also throughout the city at night.

- Requests for a greater police presence to avoid improper parking.
- Proposals for greater action against users of electric scooters.
- Complaints due to traffic jams and cuts as a result of events in the city: races, parties, sporting events, etc.
- Complaints due to fine disputes.
- Complaints due to traffic restrictions, due to improvement actions on public roads.

4. Treatment and care of citizens. They concern the following issues:

- Complaints about improper and incorrect treatment.
- Complaints due to lack of assistance to calls made.
- Dissatisfaction with the service provided.
- Complaints about delays in responding to requests.
- Complaints due to the lack of resolution of previous complaints.
- Complaints about perceived improper treatment.
- Compliments on specific actions.
- Suggestions for a more deterrent police presence.

14. ENVIRONMENT

The S&Cs classified under the area of activity "Environment" account for 24% of those processed by the management units.

The analysis blocks identified in this area of activity include:

1. **Waste collection and treatment.**
2. **Cleaning of public open spaces.**
3. **Trees and green areas.**
4. **Recreational areas.**
5. **Odours.**
6. **Noise pollution.**
7. **Water.**
8. **Atmospheric pollution.**

Analysing the suggestions, complaints and compliments of the blocks identified within this area of activity allows us to highlight the following:

1. Waste collection. The main reasons for sending S&Cs to the system include:

- Location of side-loading containers. Location of other waste containers.
- Shortage of containers for all types of waste.
- Bad practices by contractors: poor placement of containers after they have been emptied, which are not returned to their original position with the consequent inconvenience, lack of thorough cleaning of containers and the surroundings as often as they should be, inconvenience due to noise produced by staff and collection vehicles, failure to comply with emptying frequencies.
- Collection times: because they are considered inadequate and because of the inconvenience they cause at night.
- Complaints about poor recycling and lack of surveillance and punishment of misconduct.
- Suggestions for proper recycling campaigns.
- Problems of accessibility and comfort for users when dumping waste in side-loading containers.
- Requests to increase the number of special waste collection points nearby. Requests to increase the number of mobile special waste collection points, and suggestions to improve routes.
- Location of construction site containers and complaints about their improper use, since all types of waste are dumped, control and punishments are required.

- Incidents in the collection of dead animals, late collection, lack of service in dealing with notices.
- Lack of resolution of incidents reported through the Avisos-Madrid application.

2. Cleaning of public open spaces (roads, public squares and green areas). The main reasons for sending requests to the System include:

- Inadequate frequency of cleaning for the needs assessed by the people complaining.
- Insufficient practices or practices considered inappropriate: wasting, not using mechanical means, blowers, among others.
- Inadequate or negligent actions by contract employees: not performing properly, improper parking, improper treatment. Complaints about shortcomings in cleaning of specific areas, such as embankments in green areas, areas that are difficult to access, certain streets, and residential areas.
- Complaints about shortage of bins, bad location, frequency of emptying.
- Complaints about working hours, in particular the use of blowers and dump trucks at night.
- Suggestions and complaints requesting cleaning and clearing of public lots. Complaints about the lack of cleaning of private lots.
- Complaints due to inadequate cleaning of footbridges and pedestrian tunnels.
- Complaints about graffiti on façades, walls, tunnels and footbridges and monuments, among other surfaces.
- Complaints because people complaining are not sufficiently punished in their opinion for uncivil behaviour (failure to collect dog excrement, meetings in squares and green areas without collecting waste, people throwing waste on the ground and not in bins, making graffiti).
- Complaints due to lack of adequate reaction in the cleaning of areas that are the subject of uncivil behaviour and remain dirty, and for which the established frequency does not resolve the situations, in particular, in popular festivals, public events and in general, when people crowd together for various reasons.
- Suggestions proposing the implementation of educational campaigns regarding behaviours that affect the cleanliness of the city (use of bins, appropriate behaviour in

green areas and public squares, dog excrement pick-up).

- Incidents reported through the AVISOS-MADRID application that are not attended to.

3. Water. The main reasons for sending S&Cs to the system include:

- Sewer system obstruction complaints. Complaints about flooding in cases of heavy rain.
- Complaints about broken or missing manhole covers. Bother caused by noises from poorly fitting lids.
- Complaints due to malfunctioning of drinking fountains and for their closure (this occurs for many in winter due to the risk of freezing and breakage).
- Suggestions proposing the installation of drinking fountains in squares and green areas.
- Complaints due to the presence of insects (mosquitoes in green areas, fountains and sheets of water)
- Complaints due to inadequate conservation of streams.
- Proposals and ideas to improve the Manzanares River bank.

4. Neighbourhood green areas, historical and unique parks and trees. Almost half of the complaints regarding green areas, parks and street trees concern their maintenance, care of vegetation, watering, pruning and phytosanitary treatments. The main reasons have been:

- Cleaning and maintenance of green areas. Complaints about what is considered lack of irrigation. Complaints for the practice of careless irrigation, which produces excessive water consumption.
- Complaints for excessive or inappropriate pruning. Complaints due to lack of pruning, in particular for street trees, in specimens whose branches cause bother to pedestrians or homes or prevent visibility to drivers.
- Complaints about logging. Complaints about non-replacement of trees and closure of tree pits. Suggestions on the need for replacement of trees.
- Complaints about the appearance of pests and the disturbance they cause, as well as the condition of the affected trees (in particular elm-leaf beetles and processionary caterpillars). Complaints due to the existence of insects that are harmless to

vegetation and people, but which are rejected due to ignorance, e.g., mosquitoes, field bugs and others.

- Complaints about the bother caused by the monk parakeets. Complaints about the dangerousness of parrot nests.
- Complaints about park closures due to tree inspections or wind warnings (especially at the Retiro Park).
- Request for new green areas.
- Incidents reported through the AVISOS-MADRID application that are not attended to.

5. Recreational areas. The main reasons for sending S&Cs to the system include:

- Suggestions and demands for the implementation of new areas (for children, and calisthenics areas).
- Maintenance and cleaning.
- Provision of certain equipment in them.
- Request for dog areas and dog playgrounds.

6. Air quality. They mainly refer to complaints about the protocol for action in cases of high nitrogen dioxide pollution. The issues raised are as follows:

- Complaints due to misinformation because the SMSs to which citizens can subscribe do not arrive or arrive late.
- Complaints about the functioning of the "Aire de Madrid" app.
- Doubts about the interpretation of the measures and exceptions to the protocol.
- Complaints about various restrictions in the protocol: circulation of vehicles without an environmental label, speed limitation for electric vehicles.
- Complaints about pollution and requests for tougher measures.
- Request for improvement of information on obtaining environmental labels from the DGT.

7. Odours. Traditionally, complaints about bad odours are mainly located in the south-eastern area of Madrid and the Directorate General of the Valdemingómez Technology Park helps to resolve them. In 2019, this Directorate General resolved 1,436 complaints, but it should be noted that 1,047 of these were motivated by complaints against the arrival of urban waste from Mancomunidad del Este for treatment at the Valdemingómez Technology Park, which was authorised by the City Council at the request of the Community of Madrid and the local councils.

The rest would be matters related to bad odours:

- The activity of the Valdemingómez Technology Park.
- The activity of public and private sewage treatment plants.
- Processes related to the drying of sewage sludge.
- Illegal burning of waste.
- Specific problems in the sewage system.

8. Noise pollution. The main issues that have motivated S&C submissions are as follows:

- Complaints as a result of noise at authorised events with sound reproduction equipment (popular festivals, festivals, concerts).
- Complaints about traffic noise.
- Complaints about noise from public musicians, both on public roads and on public transport.
- Complaints about noise caused by public works.
- Complaints due to noise from uncivil behaviour, night gatherings in public spaces.
- Complaints due to noise caused in private premises (economic activity, parties and private gatherings).
- Complaints about train noise in areas surrounding railway infrastructure.

15. PUBLIC SPACES

The S&Cs classified within the Public Spaces activity area make up 7% of the total S&Cs processed by the Management Units.

Based on the S&Cs that have been submitted to the System during 2019, the following analysis blocks have been identified within this area of activity:

1. **Public road damage.**
2. **Street furniture.**
3. **Lighting.**
4. **Street signage.**
5. **Works.**

1. Public road damage. There have been a lot of this type of S&C and they usually correspond to a notification from citizens that is managed through the S&C System and, on numerous occasions, it is referred to the AVISOS-MADRID application by the competent municipal management unit.

The S&Cs received within this first analysis block represent the ones most commonly

received and usually communicated by citizens due to the daily variation of their travel in the city of Madrid.

Analysing the S&C received during 2019 shows that the same incidents and problems that were already highlighted during the analysis carried out for 2018 still persist. The report issued by the municipal management unit on the S&Cs received confirms that the main reasons that led to the submission of requests to the S&C system still persist. In this sense, it seems clear that the units responsible must put together and implement measures, plans or projects aimed at resolving the incidents and shortcomings noted. If this type of action is not taken, citizens' perception of the resolution of the problem resolution will stay poor, and the volume of S&C submissions to the system will remain at the same levels.

In relation to S&Cs received in this analysis block, a categorisation of the causes or reasons that have determined the submission of complaints or suggestions by citizens can be established:

- Requests for the improvement of pedestrian and vehicle safety and the widening of pavements.
- Suggestions regarding action to be implemented on the current configuration of public space.
- Suggestions on new conservation and maintenance actions for pavements and roadways.
- Proposals for the incorporation of solutions already applied in areas close to others that have been recently improved.
- Suggestions regarding action to be implemented on the current configuration of public space. Generally-speaking they are proposals, although some complaints are also included. Within this group of S&Cs received, a distinction can be made between those that refer to the use of marginal areas and plots of land, in other words, work on public spaces that have not been used or have been badly used –in the opinion of the people complaining– by means of urbanisation, improvements and reforms (construction of entries, parking areas, squares, spaces suitable for sports and open air activities), and others that request that the current situation is modified with the aim of improving mobility, including pedestrian, in terms of access and enjoyment of public space: changes in squares and streets, widening of

pavements, installation of various infrastructures for different uses of space, etc.

- Complaints about the state of paving and conservation of pavements, roadways, squares and other public places. The majority received on this subject refer to the existence of potholes, holes, raised pavement, badly maintained tiles, cracks, etc. The consideration reflected in the complaints and suggestions submitted by citizens is that there is poor conservation and maintenance in this area. The report issued by the municipal unit responsible for this matter states that most of these requests submitted by citizens are transferred directly to the AVISOS-MADRID System for repair.
- Complaints due to deficient information on asphaltting and pavement maintenance work.
- Complaints about broken tiles around tree pits.
- Complaints due to the lack of resolution of the notices about roads and public spaces. These are incidents declared by the Avisos system that are not attended to, the people who have made the complaints complain about the lack of service, and that the incident has become a problem.
- Complaints about the difficulties of accessibility, derived both from the existence of architectural barriers (kerbs without recesses, pavements in poor condition, lack of ramps, various obstacles of street furniture and signage), and from the existence of temporary barriers, caused by works and other temporary occupations of the public road (fences, containers, pavements and cut-off roads). In any case, the complaints refer to claims due to difficulties being caused for the mobility of people with functional disability or reduced mobility. These are requests that, due to their type, can be included in any of the previous groups, but that in this context pose a special difficulty for these people.
- Complaints for inadequate maintenance and conservation of the sewage system: grids in poor condition, broken, etc.
- Complaints about the inconvenience caused by the material used to repair pavements when it is placed on the pavement, on parking spaces, etc.

2. Street furniture. This analysis block includes all the Suggestions and Complaints that refer to facilities or elements that occupy public spaces

and whose purpose is to meet a social need or provide a service to the public: benches, bins, pedestrian fences, bollards, forks, public toilets, advertising panels, etc.

The detailed analysis of the S&Cs received on street furniture indicates that the main reasons for submission were:

- Complaints about the poor state of conservation of the benches.
- Complaints about the presence of public toilets in areas close to homes.
- Complaints about the state of conservation of public toilets.
- Complaints requesting changes in the location of bollards and benches.
- Complaints due to the lack of resolution of requests derived from the AVISOS-MADRID System.
- Complaints about advertising on advertising panels and awnings.
- Complaints due to lack of action when it comes to removing various old furniture that is in a poor state of conservation.
- Complaints about the presence of bollards, benches, bins, etc., which prevent pedestrian mobility.
- Request for the installation of new furniture: benches, bollards, public toilets, bins and pedestrian fences and railings, mainly.
- Suggestions regarding removal of benches.
- Suggestions on furniture design.

3. Lighting. As pointed out in the 2018 Report, lighting has generated S&C submissions that can be considered paradigmatic, as the suggestions and requests are antagonistic and therefore difficult to satisfy for all citizens.

Analysing the S&Cs allows the following main reasons for submission to be established:

- Complaints about glare in houses.
- Complaints due to excessive expenditure and light pollution.
- Complaints and suggestions about Christmas lighting in different areas of the city.
- Suggestions for the installation of new streetlights in different streets, parks, avenues, etc.
- Complaints due to lack of proper lighting maintenance: streetlights off, bulbs burnt out, etc.

- Complaints due to the lack of resolution of complaints placed through the AVISOS-MADRID System.
- Proposals requesting the turn-on schedule to be switched on sooner.
- Suggestions for improving the lighting of monuments.

4. Street signage. Requests related to the application of the Spanish Law on Historical Memory (Law 52/2007 of 26 December) in 2019 experienced a significant reduction, dropping to a percentage close to 3%. These S&Cs show both support and rejection.

The main issues in the submission of complaints and suggestions have revolved around:

- Updating of street name plates.
- Complaints because many streets are not identified due to façade renovations or the disappearance of plates.
- Complaints about the height at which street plates have been placed.
- Complaints due to lack of maintenance and conservation of street plates: rusty, partially clear, etc.
- Requests for replacement of street plates.
- Suggestions for rectifying errors in names.
- Proposals for the naming of streets with names of persons to indicate their profession, the reason why the street is named after them, as well as the date of birth and/or death.

5. Works. This type of S&C is very recurrent and is motivated by an inevitable effect of municipal actions to improve the city.

Generally, there is a peak in submissions to the System when new actions are started, and they suffer variations according to the presence and centrality of the work in question. In this sense, the start of major public exhibition works such as the remodelling of the Plaza de España, the Mahou-Calderón urban area and the demolition of the Vicente Calderón Stadium and the construction of cycling routes on the Camino de Vinateros, among others, has led to an increase in requests submitted to the system.

16. MOBILITY and TRANSPORT

The S&Cs classified under the area of activity "Mobility and Transport" constitute 40% of those processed by the management units.

The following analysis blocks have been identified in this area of activity:

1. **Traffic and circulation.**
2. **Parking.**
3. **Cyclist mobility.**
4. **Parking and Madrid Central Low Emission Zone.**
5. **Occupation of public roads.**

Analysing the blocks that have been identified within this area of activity allows us to point out the following most relevant aspects:

1. Traffic and circulation. These include all the complaints and suggestions referring basically to the inconveniences caused by the high volume of road traffic, intrinsic to the City of Madrid, and its regulation. Most of them refer to complaints about road closures resulting from the holding of events, popular races, demonstrations and similar, as well as cuts derived from the needs of road planning in areas of new development or works within the scope of conservation of public roads.

Of the S&Cs classified in the different subcategories of the S&C System, the diverse circumstances associated with traffic and circulation can be detailed:

1.1 Traffic: the main reasons for the sending of S&Cs to the system have been:

- Complaints relating to excess traffic, traffic jams, and restrictions.
- Complaints related to uncivil behaviour at the wheel, such as speeding in residential areas, improper parking and, in general, all kinds of attitudes that put road safety at risk. In the face of such behaviour, it is suggested, on the one hand, that greater control and tougher penalties be introduced and, on the other, that awareness campaigns on road safety be promoted.
- Complaints about speeding on certain stretches suggesting the need to limit it, or conversely, complaints about the strictness of these limits in certain areas, suggesting the advisability of increasing them.
- Complaints about the negative effect on traffic of some events or with crowds of people, such as demonstrations, popular races, parties and similar.
- More and more agile information, ideally in real time, about the state of circulation. Suggestions for inclusion on the municipal website of information on scheduled traffic cuts.

- Suggestions to close certain areas to road traffic, either temporarily, due to a specific event, or permanently, requesting the pedestrianisation of a street, which is already within the scope of road planning.
- Redesign of traffic light times and locations to improve traffic flow.
- Complaints and suggestions related to the Ordinance on Sustainable Mobility.
- Complaints about the risk they may pose to road safety, new forms of urban mobility, electric scooters and bicycles, as well as requests by these users for greater legislation and protection.

1.2 Mobility Agents: These are S&Cs referring to the competences and functions of the Mobility Agents Corps, mainly relating to traffic and/or parking offences, service to or treatment of citizens, and requests for the presence of agents at certain points. Likewise, S&Cs have been received regarding the effect on traffic of the presence and actions of agents, in some cases with a negative perception from citizens.

It is worth noting that throughout 2019 the number of complaints about alleged traffic violations and improper parking of electric scooters and bicycles –both on pavements and roadways– has progressively increased.

1.3 Municipal Police: the main reasons for sending S&Cs, included in the field of mobility and apart from issues related to citizen safety, which are subject to their own classification and study, are basically the same as in the case of Mobility Agents. The Municipal Police is responsible for the S&Cs whose location is outside the perimeter established by Calle 30, or those that occur throughout the city of Madrid at night.

1.4 Public transport: this basically covers complaints about the taxi service, with those concerning the following cases being particularly noteworthy:

- Improper service, treatment or clothing.
- Excessive prices.
- Invoice requests.
- Lost and found.

1.5 Road planning: the main reasons for complaints and suggestions are as follows:

- Proposals for changes in circulation organisation. This includes changes in the direction of travel of vehicles and the

prohibition of driving on certain streets, which may be total –with pedestrianisation suggested– or partial – with public transport and emergency vehicles allowed. This type of suggestion, which is quite common in the S&C System, generally shows increases when there are municipal actions to modify the circulation on a permanent basis.

- Request for the creation of parking spaces, at the cost of reducing either traffic lanes or pavements. Or, on the contrary, requests for the removal of existing places, in favour of a greater number of traffic lanes, or simply more room to manoeuvre for large vehicles, or an extension of the pavement. In this case we find clear examples of the difference in criteria in the requests made by citizens and the interests of each person, since on the one hand there are requests for the extension of traffic lanes and, on the other, requests for the reduction of the number of lanes and traffic limitations.
- Request for the incorporation of traffic calming measures such as pedestrian crossings, speed bumps, radars, traffic lights, speed limit signs or level crossings. Requests for their removal at specific locations are also received, especially in the case of speed bumps and radars.
- Many complaints are received regarding the configuration of special mobility lanes (bus and taxi, bicycles, scooters or people), extension, elimination of sections, use, configuration of their layout and circulation.

1.6 Pedestrian bridges and flyovers: most of them have been related to the maintenance and conservation of these; issues that fall within the scope of the Directorate General for the Conservation of Public Roads. Some S&Cs have also been received requesting the opening of some provisionally closed flyovers as a result of maintenance and improvement work, as well as requests for the creation of new flyovers in specific locations.

1.7 Fines: as stated in the report by the Directorate General for Traffic Management and Surveillance, the most frequent S&Cs, included in the subcategory fines, are those related to the processing procedure (70%). Requests for duplicate notifications and/or payment letters and proof of payment are far below in terms of percentages. It should be noted that a large part of the S&Cs relating to the processing are in fact written documents or appeals, which are not covered by the official Suggestions and Complaints means and are

therefore not admitted at the monitoring stage, and the people complaining are indicated the means through which they should submit their allegations.

1.8 Traffic signs: from the analysis of the S&C received in the system, the following can be mentioned as the main causes of complaints:

- With regards to the acoustic signal for blind people at traffic lights, complaints have been received regarding the volume and the hours of operation of these, in both cases, both in excess and in default. Requests have also been received for the installation of such acoustic warning devices at new traffic lights.
- Complaints relating to the maintenance and conservation of both vertical and horizontal signage. Complaints have been received regarding the state of the paint on zebra crossings and horizontal signs in general, as well as the type of paint used, which is slippery when wet, leading to risk situations for both motorists and pedestrians.
- Complaints relating to the low visibility of some signs, in some cases because of their location and in others as a result of the excessive growth of adjacent vegetation.
- Proposals for new signs (no parking, no loading and unloading, crossing of children in the vicinity of a nursery school, and others).
- Proposals for the installation of radars and surveillance cameras at traffic lights.
- Complaints regarding the regulation and synchronisation times of traffic lights at crossroads.
- Proposals for the installation of new traffic lights.
- Requests for repair, replacement or new installation of visibility mirrors at intersections and parking exits.

2. Parking. This analysis block includes all the S&Cs received, referring to the following subcategories, listed according to their percentage relevance: changes of ownership, park and rides, waiting list, telephone information, improper uses and requests for the construction of new parking spaces.

3. Cyclist mobility. This block includes all the Suggestions and Complaints related to the use of bicycles as a means of personal transport in the City of Madrid, both through the use of the public electric bicycle rental service, BiciMAD, and through the use of the private bicycle. Also,

inevitably linked to the mobility of cyclists are all the issues relating to bicycle lanes, cycle lanes.

3.1 BiciMAD: is undoubtedly a subject of great interest on the part of citizens. Proof of this is the more than 1,200 S&Cs received in 2019. The content of these Suggestions and Complaints is mainly about incidents with bicycles and totems, incidents with prices or balances, suggestions regarding fares and requests for station extensions.

3.2 Cycle lanes: from the analysis of the S&C received, the following conclusions can be drawn:

- Complaints about the increase in cycle lanes, which are underused in the opinion of the citizens, with a negative effect on the circulation of the rest of the vehicles. On the contrary, complaints from users of these lanes because they consider them clearly insufficient, requesting extensions to the routes.
- Complaints for improper use by pedestrians or other vehicles.
- Complaints related to maintenance, requests for pavement conservation, clearing of nearby areas, painting of lines, signage.
- Suggestions for improving the information contained on the municipal website.
- S&Cs relating to the Anillo Verde Ciclista (Cyclist Green Ring).

4. Regulated Parking and Madrid Central Low Emission Zone. This block comprises complaints and suggestions received regarding the Regulated Parking Service (RPS) and the Madrid Central Low Emission Zone.

4.1 RPS: the main reasons for complaints or suggestions during 2019 have been:

- Requests for information or complaints regarding regulatory changes approved by the Ordinance on Sustainable Mobility of 5 October 2018. Especially significant has been the volume of Suggestions and Complaints related to the prohibition, in force since 1 January 2020, of parking in the RPS zone for vehicles that do not have an environmental label from the DGT. Numerous requests have been received for waivers or exemptions from the entry into force of these regulations associated with various cases.
- Requests for cancellation of complaints. Complaints relating to alleged tax

collection effort. An important part of these types of complaints concerns the strict control of time, indicating that no margin of delay is allowed.

- Also noteworthy in this section are requests for cancellation of complaints caused by mistakes when entering a certain number or letter of the number plate. In these cases, although citizens acknowledge their mistake, it also tends to involve an alleged tax collection effort and appeals to the good faith of the administration.
- Incidents with parking meters, mainly because they are inoperative or out of service.
- Complaints requesting the return of amounts entered that have not been recorded by the parking meter.
- Incidents in mobile payment requests, normally related to the inaccuracy in the GPS location, which causes payment to be made for a different area and the consequent complaint.
- Complaints concerning the behaviour and treatment of the controlling staff.
- Request for extension of the regulated zone or change of place regulation.
- Incidents in the processing of authorisations for residents in the RPS Zone.

4.2 Madrid Central: In 2019 this subcategory has collected the largest number of S&Cs presented on a specific service. Of the 27,294 received in the area of "Mobility and Transport", more than 23,700 were classified within "Madrid Central" (the majority presented in the first days of July), as a result of the Agreement of the Governing Body of the City of Madrid of 27 June 2019, which established a period of notice regarding access to Madrid Central. Almost all the citizens expressed their disagreement with this measure.

On the other hand, being a controversial and very media-oriented project, it has given rise to a large number of suggestions with demonstrations in favour or against the Low Emission Zone, either as a whole or on specific aspects of its regulation. Complaints received regarding different incidents in the implementation of the new rules (particularly complex given their wide range of cases) or in the operation of the computerised management application should also be indicated. As an example of

some of the reasons that determined the sending of S&Cs to the System, the following can be mentioned:

- Requests for invitations. Complaints regarding incidents occurring during the processing of invitations. Vehicle reports despite having invitations.
- Complaints regarding signage. Vehicles that have entered Madrid Central by mistake due to poor signage in their opinion. Complaints have also been received for forced and involuntary access to Madrid Central as a result of traffic cuts caused by various causes, such as demonstrations, construction work, and traffic accidents.
- Complaints regarding the lack of real-time information on the municipal website about the level of occupancy of public car parks. There are numerous complaints in which users complain that they have been reported due to not having found a free parking space.
- Requests for duplicate parking receipts.
- Complaints that question the classification by environmental labels, alleging various factors that influence the emission of polluting gases outside the Euro regulations (1 to 7).
- Request for special permanent permits for various reasons, access to elderly or dependent relatives, obligation to travel daily at night for work reasons.
- Requests for the extension of the perimeter of Madrid Central.

5. Occupation of public roads. This block includes the various forms of occupation of public roads and the resulting disorders in mobility and parking. Some of the main reasons that determined the sending of S&Cs include:

- Complaints for temporary occupation of public roads, generally motivated by authorisations for the loading and unloading of heavy trucks, loading and unloading of passengers from tourist buses, film shoots, removals, cranes, etc.
- Complaints about the occupation of the road by private businesses, for example, workshops that use the parking spaces for repairs and storage of their vehicles, fruit shops that expose the goods outside the limits of their premises, terraces that exceed their authorised area, etc.
- Complaints about the continuous presence of containers and work sacks.
- Complaints regarding excessive space

occupied by newsstands, ice cream stands and other occupations.

- Requests for new parking spaces for motorcycles and bicycles or the elimination of these because they are considered to be underused and reduce the number of spaces for the rest of the vehicles.
- Complaints and suggestions regarding the reservation of parking spaces for people with reduced mobility.

17. HOUSING

The S&Cs classified within the "Housing" area that have been sent to the S&C System constitute 0.02% of those processed by the Management Units.

A first aspect that must be taken into account for a correct understanding of this area of activity is that Madrid City Council, in order to fulfil the objectives of the Municipal Strategic Plan in this area, does so through the Empresa Municipal de la Vivienda y Suelo de Madrid S.A. (EMVS), a public limited company with 100% municipal capital, which has its own Suggestions and Complaints System. All the S&Cs that enter through the general S&C System of the Madrid City Council are referred, from the Suggestions and Complaints Service, to the EMVS system itself so that they can respond to the citizens.

Within the structure of Madrid City Council, the competences on housing are exercised by the Government Area of Urban Development (Delegated Area of Housing), mainly through the Directorate General for Housing, Rehabilitation and Regeneration.

According to the annual report issued by the Directorate General for Housing, Rehabilitation and Regeneration, the vast majority of S&Cs received in the system have been complaints based on the situation or the state of processing of rehabilitation subsidy files, with the main interest at the time of payment of the subsidy.

S&Cs have also been received in relation to housing and rehabilitation policies, on the market for the sale and purchase of real estate, tax measures, housing cheques for young people, advice to Communities of Owners, or queries on where to go for questions relating to all these matters.

18. EMPLOYMENT

The S&C classified in the area of Employment constitutes 0.6% of the total S&Cs processed by the Management Units.

From the point of view of competence, it should be remembered that the main players in the field of employment are the State and the Autonomous Communities: what affects labour legislation, and its implementation is the responsibility of the Autonomous Communities, what relates to economic policy is shared between the State and the Autonomous Communities.

Analysing the S&Cs that fall within this area of activity has made it possible to identify the following analysis blocks:

- 1- **Active employment policies.**
- 2- **Administrative processing of selective processes and job banks.**

Analysing the S&C received during 2019, according to the defined analysis blocks, allows the following to be established as main input reasons:

1. Active employment policies. In 2019 the number of complaints has decreased compared to the previous year. The trend in the number of suggestions received with respect to previous years remains constant.

The detail of the different reasons allows us to establish the following relationship:

- Complaints with the development and processing of selection processes.
- Complaints due to the deficient functioning of the website at the time of accessing registrations or contents on the website.
- Complaints due to dissatisfaction with the non-award of scholarships.
- Complaints about the difficulties encountered in accessing information about the Employment Agency's services.
- Complaints by users for having difficulties in contacting certain Area Agencies.
- Complaints about the service and treatment received in the agencies or workshops from municipal or contracted staff.
- Complaints about delays in the start of workshops.
- Complaint due to the delay or lack of issuance of a certificate after having taken a course.

- Complaints by citizens about the behaviour or work carried out by some workers who were carrying out training workshops and road cleaning jobs.
- Dissatisfaction with the planning and scheduling of training courses.
- Proposals concerning the improvement of the programming of the Training and Employment workshops in some Districts. Suggestions for new workshops are also included.
- Suggestions and proposals regarding the access profiles required in the workshops.

2. Administrative processing of selective processes and job banks. After analysing the suggestions, complaints and compliments received, it should be noted that the vast majority of them correspond, on the one hand, to issues related to selective processes and, on the other hand, to those related to the staff who carry out conservation, maintenance and surveillance tasks in the buildings owned by the municipality and used by public nurseries, primary or special education centres.

Within the first group, complaints and suggestions are related to shortcomings in the City Council's e-Office for the sending of requests to participate in selective processes processed online, and to problems with the payment gateway at the time of paying the fees.

With respect to the second, there are the Suggestions and Complaints received regarding the behaviour, treatment, uniformity, absences and non-substitution of staff allocated to public centres owned by the municipality, which is a service that began to be managed in the 2018/2019 academic year. It is precisely the start-up of the service and the adjustment of its staff that are among the main reasons for the 14 requests answered.

TAX S&Cs

In the area of Tax S&Cs, the Directorate General for Transparency is responsible for receiving, processing and resolving complaints, suggestions, compliments and requests for information directly or indirectly related to tax matters.

Studying the complaints and suggestions made makes it possible to detect the problems that

occur most frequently and, in view of these, to determine the causes that lead to the complaints being repeated. With this analysis it is possible to specify which specific areas or administrative practices can be improved, and the causes that prevent their normal functioning.

The following analysis blocks have been identified for Tax S&Cs:

1. **Taxpayer Services.**
2. **Taxes, fees and public prices.**

19. TAXPAYER SERVICES.

19.1. Obtaining proof of payment of municipal taxes.

As in previous years, many taxpayers complain about the difficulty in obtaining proof of payment of a specific tax (generally Mechanical Traction Vehicles Tax and Real Estate Tax).

The proofs of payment requested online, through “My Folder”, in person through the Taxpayer Services Offices, and through the Citizen Services Offices (only Mechanical Traction Vehicles Tax proofs of payment) are issued on the spot. Those that are requested, in writing, in person through the offices, or by means of a general request submitted through the Madrid City Council website (www.madrid.es), or in any Registry Office, are sent to the applicant’s address.

Notwithstanding the above, despite the different channels for obtaining proof of payment, through the S&C System, many taxpayers express their difficulties in obtaining it. In particular, they complain that there is a delay in the time between when they send the request for proof of payment and when they finally receive it. Complaints are also made because they need the proof immediately.

In addition to the current “My Folder” service, more flexible access formulas should be studied so that taxpayers can access the tax receipts that, according to the majority of the complaints transferred to this Sub-directorate General, are urgently needed, such as, for example, for transfers of vehicles or the purchase and sale of real estate.

Similarly, there are numerous requests for property tax certificates during the annual income tax campaigns; the number of requests or complaints about obtaining them increasing in that period of time.

The possibility for the taxpayer to print payment receipts directly would reduce the number of claims and complaints submitted considerably, as this issue is sometimes among the most common in the system.

19.2. Solution of incidents arising from online relations, in tax matters, between Madrid City Council and Citizens.

The subcategory called “electronic filing”, within the category “Taxpayer Services”, includes all the issues concerning the online relationship of citizens, as taxpayers, with the City Council, through the municipal website.

It covers aspects fundamentally related to the online payment of taxes –taxes and fees– as well as municipal public prices, also the access, by the users to “My Folder” in the direct or indirect tax area, and, in addition, the downloading and processing, online, of forms for the payment of taxes such as the Construction, Installations and Works Tax (acronym in Spanish, ICIO), or the “Urban Land Capital Gains Tax” (acronym in Spanish, IIVTNU).

It is important to highlight the incidents, electronic in nature, produced during the voluntary periods of payment of periodic taxes (mainly Mechanical Traction Vehicles Tax and Business Activity Tax), which derive from the bother caused by the incidents suffered when trying to pay or complete the online management of the procedures related to the taxes

On the other hand, it would be advisable to continue working on the coordination of the different municipal bodies (Sub-directorate General for Electronic Administration, Sub-directorate General for Taxpayer Services and Tax Computing and IAM), in order to achieve a better electronic relationship between citizens and Madrid City Council, since the common objective of municipal action, and in particular, in tax matters, is to facilitate compliance with citizens’ tax obligations by being committed to

improving the provision of a high-quality service.

19.3. Taxpayer Services Offices (OAIC)

Complaints continue to enter the system regarding the bother caused by the lack of availability of appointments to carry out procedures in the Taxpayer Services Offices (OAIC).

The agenda of the OAICs is permanently supervised, being modified daily, and appointments are freed up according to the available staff. However, other mechanisms or systems could be considered to deal with those issues that require an urgent resolution when taxpayers come without an appointment, especially in the months of November and December when a greater number of complaints are received, mainly regarding capital gains, or during the voluntary periods of payment of municipal taxes.

Although taxpayers are attended to in an emergency, after the head of the office has weighed up the urgency of the procedure and the available staff, it could be considered, for example, the possibility of setting up quick reinforcement points for the mere drafting or printing of Urban Land Capital Gains Tax self-assessments.

In this sense, it should be added that although the ATM (Tax Agency of Madrid) is making efforts to update its web requests for tax payment, which are more advantageous for taxpayers due to the speedier processing and greater possibility of updating them, the truth is that in some cases, and precisely in the case of Urban Land Capital Gains Tax self-assessments, online completion is somewhat cumbersome, and this is transmitted by citizens in their complaints.

Therefore, in addition to including or improving the instructions for the online processing of the Urban Land Capital Gains Tax settlement, assessing the availability of quick help posts, at certain times, in the OAICs for simple assistance for drafting and printing of capital gains by citizens, could lead to a decrease in the number of complaints filed due to the lack of appointments in the Offices.

To conclude, it is worth noting the large number of tax compliments received in relation to the OAIC Information and Assistance subcategory.

19.4. Standardisation of bank transfers as a form of payment of municipal taxes.

Although Article 33 of the Tax Ordinance on Management, Collection and Inspection establishes that payments by transfer will only be accepted in those cases where the taxpayer is notified of the payment by the competent municipal bodies, and this payment formula is considered exceptional, an improvement should be made both in the regulation and in the form of processing payment by transfer, which would allow access to it more smoothly.

It should be remembered that the ATM (Tax Agency of Madrid) has already reported that efforts are being made to standardise this payment procedure, which has been marginal until now, trying to improve the information provided to taxpayers so that they can access the unit responsible for processing these payments more quickly, either by telephone or in person, at the Citizen Services Offices and the Taxpayer Services Offices.

For the time being, only in the case of high taxes, payment can be made by cheque or bank transfer. In the latter case, by express request via e-mail.

19.5. Garnishments, surcharges and interest on arrears.

They enter the system, and there are also many repeated complaints after the voluntary periods for payment of periodic taxes have ended. These complaints are due to the notification to taxpayers of the garnishments, surcharges and interest on arrears incurred due to non-payment of a tax debt.

Once the voluntary payment period has elapsed, the enforcement period begins, which causes complaints to be remitted because the taxpayer does not agree with the notification of the surcharge, on the understanding, for example, that the taxpayer was not notified of a tax on time, or that the tax had already been paid.

They also largely coincide with the mass issuance of garnishment notices as the recipients of such notices do not agree with the total amount of the notified debt, or with the origin of the debt.

19.6. Telephone service 010 Línea Madrid for tax matters.

010 is the telephone means of the Línea Madrid Citizen Service Network, through which information can be obtained, as well as numerous types of procedures of a tax nature, without the need to travel to municipal offices.

In addition, by calling 010, you can access the non-in-person service means, the so-called “3rd Level Platform”, of the ATM (Tax Agency of Madrid). 010 staff are responsible, after assessing the complexity of the question posed, for referring tax queries to the company for resolution within a maximum of 72 hours, requiring specialised service.

In addition to the usual complaints (excessive waiting time, or difficulty in contacting the service), in 2019 citizens’ complaints about this means focused on the request to record calls made through the 010-Línea Madrid line for tax purposes.

In the case of general information calls, they are not recorded, and in those that do require it, they are only partially recorded on occasions, meaning that it is not possible to know under what terms the conversation took place, nor to offer, therefore, a satisfactory or specific response to the citizen making the complaint.

20. TAXES, FEES AND PUBLIC PRICES.

20.1. Real Estate Tax.

In relation to Real Estate Tax (acronym in Spanish, IBI), recurrent tax complaints are received from taxpayers who complain about the lack of knowledge of the effects of the direct debits they have requested.

In general, the information regarding the time periods for registering direct debits and their effects –whether general or through the Special Payment System (SPS) or Payment on Demand (PoD), with the application of the

inherent discount in the latter two cases– is available to the public on the Madrid City Council website (www.madrid.es); in the information leaflets published by the ATM (Tax Agency of Madrid); in the Taxpayer Services Offices; and finally, in the communications for registration of direct debits.

Numerous complaints from citizens have been submitted to the S&C System indicating that they have not received the PoD information letters, or that they have received them late once the charge has been made to their respective bank accounts.

Firstly, complaints have been received concerning the effects of additional direct debits which are not correctly processed and do not have any effect for the current financial year. And secondly, complaints because a direct debit has been made, for example through the PoD mode, with effect for the following year, but the plan holder understands that a direct debit has automatically been generated for the current year.

On the other hand, in December (when the voluntary period for the payment of Real Estate Tax ends), as mentioned above, many complaints are received from taxpayers who indicate that either they have not been charged the direct debit payment, or they have not been aware of the effects of the direct debit payment made, and they are not satisfied with the start of the enforcement procedure, or they request a refund of the amount paid in case of payment with a surcharge.

In accordance with the above, it would be advisable, within the management capacity of the ATM (Tax Agency of Madrid), and within the scope of what is possible, to insist on the search for mechanisms that ensure that the information provided to taxpayers allows them to know, in time and without doubt, the effects of the direct debits processed.

20.2. Mechanical Traction Vehicles Tax (acronym in Spanish, IVTM).

Throughout 2019, Suggestions and Complaints came in requesting reductions in Mechanical Traction Vehicles Tax for those vehicles affected by the impossibility of driving in certain areas of the Capital, either because of the application of measures derived from MADRID CENTRAL, or because of the

implementation of the different scenarios of the anti-pollution protocol.

In this case, it would be appropriate to explore solutions and instruments that would allow satisfactory compliance with such measures, but outside the scope of the Mechanical Traction Vehicles Tax, since the justified temporary or permanent prohibition on driving certain vehicles in one or more zones does not affect the configuration of the taxable event for this tax, in accordance with its regulatory rules. In addition, the Revised Text of the Law Regulating Local Treasuries, approved by Royal Legislative Decree 2/2004, of 5 March, which makes the Mechanical Traction Vehicles Tax a compulsory levy for all municipal districts and does not provide for any reduction or subsidy in these cases either.

The Mechanical Traction Vehicles Tax is also the subject of complaints in the System during its voluntary payment period (from 1 April to 31 May). The Mechanical Traction Vehicles Tax period coincides with the calendar year (except when the vehicle is purchased for the first time, or when it is definitively cancelled or stolen); and it is due on the first day of the tax period, i.e., 1 January.

This is why a greater number of complaints are received, most of which correspond to the dissatisfaction of citizens with the payment of Mechanical Traction Vehicles Tax for the sale of a vehicle, having moved from their municipality of residence, or not having received the corresponding receipt at their home.

20.3. Urban Land Capital Gains Tax (acronym in Spanish, IIVTNU) – municipal capital gains.

A large number of complaints relating to the Urban Land Capital Gains Tax continue to enter the System, arising from the Constitutional Court's Rulings that determined the unconstitutionality and nullity of certain provisions of the Revised Text of the Law Regulating Local Treasuries (acronym in Spanish, TRLRHL), approved by Royal Legislative Decree 2/2004, of 5 March, but only to the extent that situations of no increase in value are subject to taxation.

The problem produced has been cleared up by the Supreme Court, through its cassation

ruling, dated 9 July 2018 (no. 1,163/2018), so the SC has clarified that the articles affected by the CC ruling will not be applicable only in the inexpressive situations of increase in value and, consequently, perfectly applicable in the situations that do express such increase in value. It is therefore up to the taxpayer to prove the absence of capital gains, in order to assess whether or not the Urban Land Capital Gains Tax is due, and taxpayers' requests are processed by strict order of initiation. Appeals are dealt with meticulously, since the evidence submitted must be assessed and the corresponding decision must be notified, stating the reasons for upholding or dismissing the request.

This already methodical procedure was affected and greatly delayed, firstly, by the failure of the State legislator, who alone is competent to deal with the task of amending the TRLRHL, to comply with the mandate of the CC to reform the regulations in force. And, secondly, because of the time that has passed since the rulings of the CC were handed down, until the Supreme Court's decision.

It is well known that the ATM (Tax Agency of Madrid) has promoted measures especially adopted to deal with the resolution of the numerous cases requested by the interested parties concerning Urban Land Capital Gains Tax (such as the creation of special groups to process them). However, the uncertainty produced by the delay in the resolutions of the appeals presented by the citizens translates into an increase in the number of complaints presented as well as in the demands for information on the state of processing of these cases.

On the other hand, in relation to Urban Land Capital Gains Tax, numerous complaints continue to be received regarding the hours established by the credit institutions to make payments of municipal taxes, as well as the fact that this payment cannot be made at some banks. It is true that the technical specifications governing the current Financial and Banking Services Contract, which regulates collaboration between Madrid City Council and credit institutions, stipulate that municipal income may be collected by citizens every day that the offices are open to the public, during all the cash flow hours established by the Financial Institution. Therefore, each office can establish its own cash flow opening times.

However, it is important to insist on the need to coordinate the necessary efforts, since the management of the aforementioned contract is the responsibility of the Area of the Government of the Economy and Finance, so that the service in this matter (payment of the tax) can be carried out during all the days that the offices are open to the public and during all the entire cash flow opening times. In the meantime, it must be ensured that at least the possibility of making payments relating to municipal taxes during the cash flow opening times set by each office for this purpose is complied with.

20.4. Fees and Public Prices.

A significant number of complaints have come in during 2019 regarding the regulation of multipurpose and physiotherapy vouchers. The regulation of the mentioned vouchers, contained in the Annex of the Public Price Plenary Meeting Agreement, according to the last modifications dated 31 October 2017 and 20 December 2018, determines that they are valid for one year from their date of acquisition. The possibility of redeeming the voucher has therefore been removed, and there is no need for a proportional refund of amounts for unconsumed use. Although this regulation was not new for 2019, the truth is that the problem and, therefore –the complaints of the citizens– has occurred when trying to exchange the vouchers, as had been done up until then.

Furthermore, the complaints referred to this subcategory concern aspects related to the

bother experienced by the users of the municipal sports centres due to the malfunctioning of the facilities, the closure due to works, or the lack or absence of professionals in the centre.

These circumstances give rise to dissatisfaction with the payment made as a public price.

With regards to public prices for services provided for social-cultural, cultural and leisure activities, numerous complaints have continued to be received throughout 2019 regarding the activity carried out in municipal cultural centres. Complaints refer to the lack of teachers or their suitability, the modification of the levels of the courses or workshops once they have started and the inadequacy of the content of the courses to their name, among other issues.

In these circumstances, a refund of the amounts paid by way of public prices is claimed when considering the undue payment. Thus, regardless of the fact that this refund is only applicable when the service or activity is not provided or carried out for reasons not attributable to the party obliged to pay the price, the Sub-directorate General for Quality and Evaluation considers it appropriate to carry out greater planning and control of the courses given, as well as the teaching staff.

ANNEX - GENERAL SUMMARY ANNUAL S&Cs 2019

- **INITIAL INPUT OF REQUESTS:** corresponds to the number of requests that have been received in the S&C System and for which, until that moment, no monitoring process has been carried out by the Suggestions and Complaints Service.

	2019	%
Initial Input General S&Cs	110,046	95.24%
Initial Input Tax S&Cs	5,499	4.76%
TOTAL	115,545	100.00%

- *Distribution by type of S&C*

General S&Cs + Tax S&Cs	2019	%
Suggestions	18,076	15.64%
Complaints	94,391	81.69%
Compliments	2,405	2.08%
Request for information	673	0.58%
TOTAL	115,545	100.00%

- **TOTAL INPUT OF REQUESTS:** corresponds to the final number of requests in the S&C System, once mixed nature processes, direct registrations, etc. are performed.

	2019	%
Total input in the General S&C System	117,663	95.54%
Initial Input General S&Cs	110,046	
Registration of mixed nature (General	7,617	
Total input in the Tax S&C System	5,499	4.46%
Final number of requests with registration in the System	123,162	100.00%

- *Distribution by input means*

General S&Cs		2019	% of TOTAL INPUT	% of the input by electronic means
Electronic	Website	80,064	68.05%	97.09%
	Other	2,396	2.04%	2.91%
	TOTAL	82,460	70.09%	100.00%
010 Phone Line		26,330	22.38%	
In person		8,759	7.44%	
By post		114	0.10%	
TOTAL		117,663	100.00%	

Tax S&Cs		2019	% of TOTAL INPUT	% of the input by electronic means
Electronic	Website	3,182	57.87%	96.48%
	Other	116	2.11%	3.52%
	TOTAL	3,298	59.98%	100.00%
010 Phone Line		1,481	26.93%	
In person		713	12.97%	
By post		7	0.13%	
TOTAL		5,499	100.00%	

General + Tax S&Cs		2019	% of TOTAL INPUT	% of the input by electronic means
Electronic	Website	83,246	67.59%	97.07%
	Other	2,512	2.04%	2.93%
	TOTAL	85,758	69.63%	100.00%
010 Phone Line		27,811	22.58%	
In person		9,472	7.69%	
By post		121	0.10%	
TOTAL		123,162	100.00%	

GENERAL S&Cs:

- Activity of the Suggestions and Complaints Service (supervisory unit)

TASKS		2019
Closing at the supervisory unit	Due to sending mixed nature	3,624
	Due to change of procedure	3,414
	Answered	212
	Not accepted	4,828
	Due to referral to Avisos-Madrid	13
TOTAL		12,091

	2019
Average closing time in calendar days	11

	2019	% With respect to the total input
General S&Cs that were allocated to the Management Units	105,548	81.08%

- Processing by Management Units

	2019
S&Cs allocated to the Management Units	105,548
S&Cs referred by the Management Units to AVISOS-MADRID and SACPM	10,148
S&Cs processed by the Management Units	95,400

○ *Distribution by type of S&C (Processed by Management Units)*

	2019	%
Suggestions	14,903	15.62%
Complaints	78,274	82.05%
Compliments	2,223	2.33%
TOTAL	95,400	100.00%

○ *Classification by category*

Category	TOTAL	%
Mobility, Transport and Fines	40,011	41.94%
Environment	22,862	23.96%
Roads and Public Spaces	6,884	7.22%
Sports	6,268	6.57%
Citizen Service	4,992	5.23%
Social Services	2,875	3.01%
Culture	2,787	2.92%
Health	2,688	2.82%
Safety and emergencies	1,997	2.09%
Urbanism	1,107	1.16%
City Administration and the Treasury	1,036	1.09%
Employment	588	0.62%
Economics and Technological Development	534	0.56%
Education and Youth	511	0.54%
Tourism	153	0.16%
Social Cohesion	72	0.08%
Housing	20	0.02%
Construction Infrastructures	14	0.01%
International Relations	1	0.00%
Total	95,400	100.00%

○ *Closing of the S&Cs*

	2019	%
Archived without a response	3,899	4.09%
Answered	86,230	90.39%
Not accepted	5,271	5.53%
TOTAL	95,400	100.00%

○ *Average response time*

	2019
Average response time in calendar days	27.76

○ *Percentage of responses by time periods*

	2019
20 calendar days or less	47.8%
45 calendar days or less	71.9%

TAX S&Cs:

Activity Department Tax S&Cs

	2019	% of total S&Cs
Initial Input Tax S&Cs	5,499	4.76%
Change of procedure to General S&Cs	430	
Final number of Tax S&C procedure	5,069	

Distribution by type of S&C

	2019	%
Suggestions	227	4.48%
Complaints	4,131	81.50%
Compliments	82	1.62%
Request for information	629	12.41%
TOTAL	5,069	100.00%

Classification by category

Category	2019	%
Fees and Public Prices	1,518	29.95%
Collections	1,235	24.36%
Taxpayer Services	924	18.23%
Mechanical Traction Vehicles Tax	539	10.63%
Real Estate Tax	394	7.77%
Urban Land Capital Gains Tax	328	6.47%
General matters	78	1.54%
Construction, Installations and Works Tax	31	0.61%
Business Activity Tax	22	0.43%
TOTAL	5,069	100.00%

Closing

	2019	%
Answered	4,573	90.22%
Not accepted	495	9.77%
Withdrawn	1	0.02%
TOTAL	5,069	100.00%

Average response time

	2019
Average response time in calendar days	15.58

Percentage of responses by time periods

	2019
20 calendar days or less	76.3%
45 calendar days or less	94.5%



JUNE 2020

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