

Subject:	Customer Feedback Report		
Date of Meeting:	15 November 2016		
Report of:	Executive Lead Officer – Strategy Governance & Law		
Contact Officer:	Name:	Brian Foley	Tel: 29-3109
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Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To provide assurance to the Committee that the Council has an effective Customer Feedback system which is able to ensure that:
- Complaints from members of the public are dealt with promptly and efficiently.
 - Appropriate performance targets are set and monitored to ensure there is continued improvement in the way customer and service user dissatisfaction is dealt with.
 - Where corrective action is required this is addressed.
 - Analysis of complaints and compliments are used to improve the way services are provided.
- 1.2 To provide assurance that any major areas of concern that might require further investigation are being considered.

2. RECOMMENDATIONS:

- 2.1 That the Committee note the report
- 2.2 That the Committee should receive a similar report four times a year

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Customer Feedback is important to the Council. The feedback we receive from customers and service users about what disappoints or delights them provides insight on what members of the public value and can inform decisions on where improvements should be made.

- 3.2 A failure to deal with complaints promptly and effectively can affect levels of customer satisfaction and present a level of risk to organisational reputation. The Customer Feedback Team are working with key services to promote and improve the way customer dissatisfaction is dealt with.
- 3.3 The information within the Appendix to this report is taken from the council's performance reporting system and is shared with the Executive Leadership Team's Performance Board.
- 3.4 The following set of Key Performance Indicators are used to measure Customer Feedback.
- Number of Stage One complaints received
 - Number of Stage One complaints upheld
 - Number of Stage Two complaints upheld
 - Number of Ombudsman complaints upheld
 - Number of compliments

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Results for the full year 2015/16 showed a 20% decrease in Stage One complaints and an increase of 20% in compliments received. Numerically, complaints reduced from 1957 to 1567 and compliments increased from 648 to 781.
- 4.2 We have set a target for a further 5% reduction in complaints throughout 2016/17 which is 372 in each quarter. In Quarter One (Q1) the result was 460, which was Red, the direction of travel was worsening.
- 4.3 In Quarter Two (Q2) the result was 407, which continues to be Red but the direction of travel is improving compared to Q1.
- 4.4 Stage One complaints can be reduced by addressing the underlying issues that give rise to customer dissatisfaction and by giving front line teams the means to resolve issues at first point of contact.
- 4.5 There were two teams, City Parks and Sport & Leisure where complaint levels increased compared to Q1, in all other teams there were improvements or no change.
- 4.6 In comparison to 2015/16 the time taken to reply to complaints is taking longer. The percentage of complaints replied to within 10 working days has reduced and a greater percentage took more than 20 working days.
- 4.7 The Customer Feedback Team produce a weekly chase up list for members of the Corporate Management Team. The Directors for the teams where there are the most significant delays have given their assurances this is being dealt with.
- 4.8 The proportion of complaints upheld at Stage One is an indicator of how well teams are resolving dissatisfaction at point of contact. If a matter becomes a formal complaint and is upheld we question why it was not possible to resolve it without recourse to the complaints process.

- 4.9 The proportion of upheld formal complaints steadily reduce from 39% in 2014/15 to 31% in 2015/16, to continue the improvement we have set a target of 28% for 2016/17.
- 4.10 In Q1 there were 460 Stage One complaints of which 155 were upheld or partially upheld. This gives a figure of 34%, and a Red rating. The direction of travel was worsening. For Q2 there were 407 complaints of which 168 were upheld or partially upheld. This gives a figure of 41% and continues to have a Red rating and a direction of travel which is worsening.
- 4.11 Teams with higher than the target level of upheld complaints and where their direction of travel was worsening were City Clean, City Parks, Children's Social Care, Adult Social Care, Repairs & Maintenance, and Life Events.
- 4.12 Stage Two complaints are investigated by the Customer Feedback Managers who are independent of services. A low percentage of upheld or partially upheld results at Stage Two is interpreted as showing that on the whole team managers carrying out Stage One investigations have reached a fair and reasonable decision.
- 4.13 The target result for 2016/17 Stage 2 complaints upheld or partially upheld is 15%. The result for Q1 was 21% which was Amber, there was a slight improvement on the 2015/16 figure. The result for Q2 is 13% and is Green. The direction of travel is improving.
- 4.14 The Local Government Ombudsman's Annual Review of Local Government Complaints stated that nationally it upheld 51% of detailed investigations in 2015/16, up from 46% the previous year.
- 4.15 The Council's target result for 2016/17 of 20% aims for continued improvement in resolving complaints before they are referred to the Ombudsman.
- 4.16 In Q1 there were 9 complaints to the Ombudsman with one complaint upheld, the result was 11% which is Green. In Q2 there were 15 complaints to the Ombudsman with 3 complaints upheld. The result was 20% which is Green however the direction of travel of worsening.
- 4.17 Compliments are a valued source of feedback and help teams understand what customers really appreciate about the way they are delivering their services.
- 4.18 For 2015/16 the total number of compliments recorded was 781, a 10% improvement for the year is 860 (215 per quarter). For 2016/17 Q1 there were 214 compliments, this is an Amber rating. In Q2 there were there were 216 and this slight increase turns the rating Green.
- 4.19 We record compliments from members of the public and from other professionals. By professionals we mean colleagues from other departments and people working in other agencies or partner organisations. In Q2 we have started to separate the external and internal professionals' compliments.

4.20 In Q2 91% (196) of compliments received were from members of the public and 9% (20) from professionals.

4.21 Further information about the results and the actions being taken by teams to address red ratings is given in the appendices.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The information in the report is derived from feedback received directly from members of the public. The results obtained have been shared with senior officers in the services referred to and their comments have been incorporated.

6. CONCLUSION

6.1 We are able to assure the Committee that:

- The concerns about the timeliness of responses have been addressed with Directors and corrective action is being taken.
- Performance targets have been set, are regularly monitored and reported to the Council's Executive Performance Board.
- Services take account of the customer feedback they receive and have identified ways to improve their performance and the services they offer.
- The Customer Feedback process is robust and is able to identify when and where any major areas of concern arise and can bring this to the attention of relevant senior officers to act upon.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The costs of Customer Feedback in terms of administration and compensation awards (where appropriate) are met within existing allocated budgets.

Finance Officer Consulted: James Hengeveld

Date: 17/10/16

Legal Implications:

7.2 The Council follows statutory complaints procedures for complaints about Adult and Children's Social Care and a corporate complaints procedure under which complaints about other council services are dealt with. .

Lawyer Consulted: Victoria Simpson

Date: 17/10/16

Equalities Implications:

7.3 There are no direct Equalities implications.

Sustainability Implications:

7.4 There are no direct Sustainability implications.

Any Other Significant Implications:

7.5 There are no other significant implications

SUPPORTING DOCUMENTATION

Appendices:

Documents in Members' Rooms

1. None

Background Documents

1. None

Appendix 1: Number of Stage One complaints received

Position:

This information relates to complaints from members of the public about all services delivered by the Council including statutory Adult Social Care, Children Social Care and Corporate Complaints.

The target for 2016/17 is to drive continued improvement with a 5% reduction on the result of the preceding twelve months. The annual result for 2015/16 was 1567, the green target is 1488, which is 372 per quarter. The result for Q1 (March to May) was 460 which was Red, and for Q2 (June to Aug) there were 407 complaints and remains a Red rating. The direction of travel is improving.

For key services in Q2 the number of complaints, direction of travel compared to Q1 and main issues of complaint were:

- City Parks = 21 (Red/Worsening); Grass Verges, Weeding
- Sport & Leisure = 10 (Red/Worsening); Disagree with decision
- Cityclean = 108 (Red/Improving); Recycling missed, Refuse collection missed, Failure to provide bins, Street cleaning not done
- Parking = 27 (Green/Improving); PCN, Parking Permits, Pay & Display
- Highways = 13 (Green/Improving); Road Safety, Road Repairs, Streetlighting
- Development Management = 4 (Green/Improving); Disagree with decision
- Tourism & Venues = 0 (Green / Level)

- Revenues & Benefits = 29 (Green/Improving); Legal Action, Incorrect Assessment,

- Childrens Social Care = 17 (Green/Worsening) Unhappy with SW, Not supporting parent
- Health & Disability = 2 (Green/Level); Delay, Unhappy with decision
- Education & Skills = 1 (Green/Improving); Unhappy with decision

- ASC = 12 (Green/Improving); Quality of services

- Repairs & Maintenance = 72 (Red/Level) Delay completing repair, Communication
- Regulatory Services = 8 (Red/Level); Failure to take action, disagree with decision
- Housing Services = 31 (Red/Improving); Low level ASB, Lack of action
- Housing Needs = 23 (Green/Improving); Banding, Disagree with decision

- Life Events = 5 (Green/Improving); Poor delivery of service

Few other local authorities provide their annual complaints data and where they do the corporate complaints processes used often differ so that direct comparisons are not easily made.

For 2015/16 67% of replies were sent within 10 working days, 12% took longer than 20 working days. In Quarter 1 2016/17 61% of replies were sent within 10 working days, 18% took longer than 20 working days. In Q2 61% were replied to within 10 working days, 17% have taken longer than 20 working days but at the time of writing 24 complaints had not been replied to and the final figure will be adjusted when the results are available. Response times are clearly taking longer than in 2015/16.

The Customer Feedback Team issues weekly reminders to all members of CMT which show what complaints have not been replied to. The teams that are having the greatest difficulty responding in a timely manner are City Clean, Housing Options and Development Management.

Commentary:

The Customer Feedback Team review Customer Feedback results with all major teams. There are six teams where the number of complaints received have been classified as Red (City Clean, City Parks, Sports & Leisure, Repairs & Maintenance, Housing Services and Regulatory Services) and of this group there are three teams (City Parks, Sports & Leisure, and Children's Social Care) where the number of complaints have increased compared to Q1. In all other services the complaint numbers are either level or reducing.

Comments from the services where there are increased complaints were:

- City Parks are looking at different options for the ways in which the service they provide can be funded.
- Sports & Leisure, the Head of Service considered the increased complaint numbers was understandable in the context of the increased numbers of visitors during the summer season. There are a whole range of improvements being made to the seafront and one of the latest improvements will be to the Volks Railway following the securing of external funding. As reported in Q1 much work is done by event organisers to minimise the impact of events on local people and visitors who do not wish to take part in the events.
- Children's Social Care saw a significant decrease in complaints in Q1 as a result of their new delivery model, there has been a very small increase in Q2 but this may be considered a minor fluctuation in complaint levels and is not indicative of an increasing trend. This service are now communicating recommendations arising from customer feedback to all their practitioners.

Actions:

1. City Clean. Priority has been given to the introduction of income generating commercial work. This may impact on previously planned work to improve in-cab communications using mobile technology. Action Date: Ongoing Action Lead: Waste Contracts & Projects Manager

2. City Clean. Online ordering process and assessment of qualification for larger refuse bins being reviewed. Action Date: Ongoing. Action Lead: Waste Contracts & Projects Manager
3. City Clean. Greater emphasis has been placed on Enforcement and dealing with Fly Tipping, 800 fines have been issued in the city since April compared to 80 in the whole of last year. This has had a positive impact on littering and street waste in the city and will enable investment in moveable cctv to be located at fly tipping hotspots and improving the environment for residents. Action Date: Ongoing. Action Lead: Waste Contracts & Projects Manager.
4. Housing Repairs & Maintenance: There is a new text service for responsive repairs. A text is automatically sent out when a job order is closed asking for feedback. The resident can respond by text and if they raise any outstanding issues or concerns, they will receive a call within 24 hours and a resolution will be found. Action Date: September 2016. Action Lead: Head of Housing Strategy Property & Investment
5. Implementation of system to create better understanding of repair requirements to housing stock to be implemented. Action Date: March 2017. Action Lead: Business & Performance Manager.
6. Revised tenant repairs handbook. Action Date: March 2017. Action Lead: Customer Service Manager.
7. Housing Services: The re-organisation of the service with a more efficient structure and improved focus on vulnerable people and the need for residents to contact fewer people. It is anticipated this will lead to fewer complaints. Action Date: October 2016. Action Lead: Assistant Director – Housing
8. Benefits & Revenues: A set of measures with a digital focus appear to have had an impact on reducing the number of complaints received. These include student discounts, exemptions, direct debits, an online benefit form, and online questions. A text service now reminds people when they are late in making payments. People are being encouraged to make use of online services and eBilling will be introduced for next financial year. Action date: April 2017, Action lead: Head of Benefits & Revenues.
9. Parking: A “self serve” system is being introduced where customers can access information online when they are issued with a PCN . It will enable people to fully understand why a PCN has been issued and help them understand if they are likely to be successful in an appeal. Action date: November 2016. Action Lead: Parking Strategy Manager.
10. All overdue complaints are made known to senior managers in a weekly publicised list. Action Date: Ongoing. Action Lead: Customer Experience Lead
11. Quarterly meetings with heads of service to review complaints performance. Action Date: Ongoing. Action Lead: Customer Feedback Managers

Appendix 2: Number of Stage One complaints upheld

Position:

Teams should endeavour to avoid issues of dissatisfaction becoming formal complaints by resolving the matter with their customers. This is good customer service and avoids the cost of engaging the complaint process. If a team identifies there has been a mistake team members should have the skills, the knowledge and be empowered to resolve the issue.

The average percentage of complaints upheld or partially upheld over the two year period 2013/14 and 2014/15 was 39% across all services. Result for the year 2015/16 was 31.0% (468/1567). For 2016/17 a target of 28% will continue that trend by setting a 10% improvement.

In the reporting period 2016/17 Q1 there were 460 Stage One complaints of which 155 were upheld or partially upheld. This gives a figure of 34%, and had a Red rating. The direction of travel was worsening. For the period 2016/17 Q2 there were 407 complaints of which 168 were upheld or partially upheld. This gives a figure of 41% and continues to have a Red rating and a direction of travel which is worsening.

There is no comparator information available from other authorities.

Commentary:

We have complaints data about all service teams but more closely monitor and report on the activity of a group of services who have a high profile or significant levels of complaint. Services with higher than the target level of upheld or partially upheld complaints and where the trend was not improving in Q2 were:

- City Clean: In Q2 there were 108 complaints of which 74 were upheld (=68%) compared to 38% in Q1. The issues driving complaints are Missed recycling collection, Missed refuse collection, and Failure to provide bins. Problems with call handling have impacted on dealing with missed collections, the Service Level Agreement for missed collections is 24hrs, but many email reports were not being picked up within that time. Difficulties with staffing levels are contributing to the increased percentage of valid complaints. Permanent recruitment is now taking place and this should help resolve the underlying issues.
- City Parks: In Q2 there were 21 complaints of which 8 were upheld (=38%) compared to 20% in Q1. The key issues have been growth of weeds and lack of verge cutting. City Parks accept this has been an issue for them and there are greater issues they face regarding the upkeep of, allotments, parks and sports pitches. City Parks are working with sports clubs, governing bodies and other interested parties to identify how grounds maintenance can be funded.
- Children's Social Care: In Q2 there were 17 complaints of which 7 were upheld (=40%) compared to 33% in Q1. Complaints about Children's Social Care are often complex and multi-stranded and the issues are highly emotional. It frequently follows that in the course of resolving a complaint Managers will

identify areas of the service which could have been better delivered. CSC have developed and are using a system for communicating service improvements to all practitioners on a quarterly basis.

- Adult Social Care: In Q2 there were 21 complaints of which 9 were upheld (=42%) compared to 43% in Q1. Similarly to Children's Social Care the complaints are often complex and multi-stranded and it is often found that a part of the overall complaint is upheld. ASC are about to introduce Electronic Self Assessment which will minimise the double handling of data, freeing staff to focus on other tasks and reducing waiting times.
- Repairs & Maintenance: In Q2 there were 72 complaints of which 41 were upheld (=57%) compared to 53% in Q1. A new text service for responsive repairs seeking feedback on all closed works. If any outstanding issues or concerns are raised the tenant will be called within 24 hours and a resolution arranged. This should reduce complaints and the percentage of upheld issues.
- Life Events: In Q2 there were 5 complaints of which 3 were upheld (=60%) compared to 38% in Q1. A modernisation programme for Bereavement Services has begun which will streamline processes for booking and tracking events for customers and provide a legal register.

Actions:

1. City Clean: Permanent recruitment of staff for the contact centre will bring improvements in the communication and reporting of missed collections. Action Date: November 2016. Action Lead: Head of Business Support and Projects.
2. City Parks: Discussions are taking place to identify alternative ways in which grounds can be maintained. Action Date: Ongoing. Action Lead Policy and Major Projects Manager.
3. Adults Social Care: Introduction of Electronic Self Assessment will stream line process. Action Date: December 2016. Action Lead: General Manager.
4. Repairs & Maintenance: A new text service to check if there are outstanding issues following repairs work has gone live. Action Date: October 2016. Action Lead: Head of Housing Strategy Property & Investment.
5. Life Events: Modernisation programme for Bereavement Services. Action Date: Ongoing. Action Lead: City Services Manager

Appendix 3: Number of Stage Two complaints upheld

Position

Stage 2 complaints are investigated by the Customer Feedback Managers who are independent of services. A low percentage of upheld or partially upheld results at Stage 2 can indicate that service managers carrying out Stage 1 investigations have reached a fair and reasonable decision.

The target result for 2016/17 Stage 2 complaints upheld or partially upheld is 15%. The Q1 (March – May) result was been 21% which was Amber and showed a slight improvement on the 2015/16 figure. The result for Q2 (June – August) is 13% and is Green. The direction of travel is improving.

There is no comparator information available from other authorities about the percentage of Stage 2 complaints upheld.

Commentary

Heads of Service tell us that greater effort is being placed on resolving customer dissatisfaction by their managers. To assist in this Customer Feedback Managers hold quarterly meetings with Heads of Services and Senior Managers where there is discussion about the quality of responses. Additionally, the Customer Feedback Team offer training in developing investigations skills and identifying service improvement as part of the Council wide learning programme and on an ad-hoc basis where a learning need is identified. Feedback received from delegates who have attended is that the workshops are very informative and useful. This appears to be having a positive effect on the quality of Stage 1 complaints and is reducing the cases upheld at Stage 2.

The challenge for the future will be to continue to improve the skills of all managers and their teams so that people who have raised complaints at Stage 1 can recognise that their issue has been fairly investigated and that they have been treated with empathy and respect. Recognising when something has gone wrong, giving an explanation and a meaningful apology in a timely manner is really important for improving overall customer satisfaction.

Progress has been good in Q2 and only a few teams have higher than the target level of upheld or partially upheld complaints at Stage 2 and a trend which was not improving. However it should be noted that as there are only a small number of Stage 2 cases for each team an increase of a single upheld case can cause a big percentage change.

- **City Clean:** In Q2 there were 108 Stage 1 complaints which have resulted in 5 Stage 2 complaints (Escalation rate=4.6%). Of those 5 complaints 2 were upheld (40%). In Q1 there were 5 Stage 2 and 1 was upheld (20%).
- **Parking:** In Q2 there were 25 Stage 1 complaints which have resulted in 4 Stage 2 complaints (Escalation rate=16%). Of those 4 complaints 1 was upheld (25%). In Q1 there were 3 Stage 2 and 0 were upheld (0%).

- **Housing Needs:** In Q2 there were 23 Stage 1 complaints which have resulted in 4 Stage 2 complaints (Escalation rate=17.3%). Of those 4 complaints 1 was upheld (25%). In Q1 there were 8 Stage 2 and 2 were upheld (25%).
- **Revenues & Benefits:** In Q2 there were 29 Stage 1 complaints which have resulted in 4 Stage 2 complaints (Escalation rate=13.7%). Of those 4 complaints 1 was upheld (25%). In Q1 there were 4 Stage 2 and 0 were upheld (0%).

Actions:

1. The Customer Feedback Team will continue to provide support, advice and training to enable service managers to give high quality response to complaints which focus on either resolving matters or giving clear explanations why service have to be delivered as they are. (Action Date: Ongoing. Action Lead: Customer Experience Lead)
2. The Customer Feedback Managers will continue to meet with service managers to identify service improvements and to improve the quality of Stage One replies. (Action Date: Ongoing. Action Lead: Customer Experience Lead)

Appendix 4: Number of Local Government Ombudsman complaints upheld

Position

The target result for 2016/17 for complaints referred to the Ombudsman which are upheld or partially upheld is 20%. In the reporting period Q1 (March to May) there were 9 complaints with one complaint upheld, the result was 11% which is Green. In the reporting period Q2 (June to July) there have been 15 complaints referred to the Ombudsman with 3 complaints upheld. The result was 20% which is Green however the direction of travel is worsening.

There is no quarterly comparator information available from other authorities about the percentage of LGO complaints upheld.

Commentary

The cases which the Ombudsman upheld were in:

- **Blue Badge** assessment: Ms X was unhappy with Council's decision not to renew her Blue Badge. The Ombudsman found that, while the assessor failed to record some information in the assessment report, this did not result in an injustice to Ms X.
 - The Council agreed the Ombudsman's recommendation and has reminded its mobility assessors to ensure they complete all the relevant sections of the mobility assessment form.
- **Library**: The Council failed to review its decision to keep Mr X on its Clients of Concern register which banned him from Library Y. This fault did not cause Mr X significant injustice.
 - The Council has developed a process to ensure Client of Concern reviews should not be missed and have a longer term aim of making this a fully automated process.
- **Housing Needs**: The Council was not at fault for refusing Ms X's request to be placed in the top priority band for housing transfer. It considered relevant information and applied its criteria for housing allocations properly when it decided to place her in Band B. Its stage two complaint response wrongly told Ms X it had not received any recommendation or advice to support her application. It also wrongly advised Ms X it had placed her in Band A.
 - The Council has apologised to Ms X for the distress caused by these mistakes.
 - Additionally, the Council has identified that information was stored on separate systems and now has a procedure to ensure that the correct information is being placed on the correct system.

Actions:

1. The Customer Feedback Team will continue to provide support, advice and assistance to services to enable managers to give high quality responses to the Ombudsman which reflect the service and their attempts to resolve complaints in the best possible light. (Action Date: Ongoing. Action Lead: Customer Experience Lead)
2. Actions identified by the Ombudsman for service improvement will be communicated to the relevant team and will be monitored to ensure they are carried out. (Action Date: Ongoing. Action Lead: Customer Experience Lead)

Appendix 5: Number of Compliments

Position

For 2015/16 the total number of compliments recorded was 781, a 10% improvement for the year is 860 (215 per quarter). For 2016/17 Q1 there were 214 compliments, this is an Amber rating. In Q2 there were there were 216 which is Green and improving.

In Q1 88% of compliments received were from members of the public and 12% from professionals.

In Q2 91% (196) of compliments received were from members of the public and 9% (20) from professionals.

By professionals we mean colleagues from other departments and people working in other agencies or partner organisations. In Q2 we have started to separate the external and internal professionals' compliments.

The reasons for compliments from members of the public were:

Customer Focus	Q2= 83(42%)	Q1=89(47%)	15/16=21(33%)
Personal Qualities	Q2= 27(13%)	Q1=40(21%)	15/16=132(20%)
Good Processes	Q2= 65(33%)	Q1=33(18%)	15/16=112(17%)
Quality of Outcome	Q2=11(6%)	Q1=17(9%)	15/16=107(16%)
Quality of Input	Q2=10 (6%)	Q1=9(5%)	15/16=79(12%)

The reasons for compliments from professionals were:

Customer Focus	Q2=10(50%)	Q1=10(40%)	15/16=18(14%)
Quality of Input	Q2=5(25%)	Q1=6(24%)	15/16=36(29%)
Personal Qualities	Q2=1(5%)	Q1=4(16%)	15/16=30(24%)
Quality of Outcome	Q2=3(15%)	Q1=3(12%)	15/16=10(8%)
Good Process	Q2=1(5%)	Q1=2(8%)	15/16=31(25%)

In Q2 the results by Directorate were:

• Economy, Environment & Culture	Q2=80	Q1=59
• Families, Children & Learning	Q2=23	Q1=34
• Finance & Resources	Q2=10	Q1=20
• Health & Adult Social Care	Q2=56	Q1=47
• Neighbourhoods, Communities & Housing	Q2=38	Q1=46
• Strategy Governance & Law	Q2=9	Q1=8

There is no comparator information available from other authorities.

Commentary

The guidance we are giving to help people understand what we mean by compliments is:

“A compliment is when someone makes a proactive attempt to congratulate a service provider and explains why they appreciated the service provided.”

During Customer Service week we published a selection of compliments on the wave (intranet) to encourage services to tell us about the compliments they receive so we can review them and identify and share the good things customers comment on.

Compliments are included in the quarterly discussions between service leads and Customer Feedback Managers to inform service improvements.

Some service areas have reported a significant increase in the compliments they receive.

Actions:

1. The Customer Feedback Team will continue to encourage and remind teams to send their compliments to CustomerFeedback using the generic email address as this will enable us to build a picture of what customers find valuable. (Action Date: Ongoing. Action Lead: Customer Experience Lead)
2. The value of Compliments is promoted in the Complaints Investigation and Service Improvement workshops. (Action Date: Ongoing. Action Lead: Customer Experience Lead)
3. Analyse compliments received and discuss with services leads in quarterly meetings to inform service improvements (Action Date: Ongoing, Action Lead: Customer Feedback Managers)