

Institute of Customer Service

UK Customer Satisfaction Index

Public Services (local)

Sector results - July 2012



**Institute of
Customer Service**

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Background

The UKCSI draws upon the results of an online questionnaire that is completed by a rolling representative sample of 26,000 UK adults. UKCSI is produced twice a year; in January and July. It provides a unique picture of the state of customer satisfaction in the UK – at overall levels, by sector and for many individual organisations.

Customer priorities

Customers are asked to rate organisations across various sectors on each of the 20 customer priorities that UK consumers have identified as most important to them in the Institute of Customer Service research *Customer priorities: what customers really want* (which is available to buy on www.instituteofcustomerservice.com). Customers are also asked about any complaints they'd made and how the organisation handled them.

Each of the customer priorities is weighted according to how important customers said they were. The weighted satisfaction scores are used to produce the index.

Sectors

UKCSI includes data for 11 private-sector segments, and two public sector segments. Fieldwork occurs in May/June and November/December each year to produce the July and January results.

Producing the Index

Responses are made on a 1-to-10 rating scale. The figures produced for each question are mean averages of all responses. The average scores for each question grouping (eg 'Professionalism' 'Quality and Efficiency' etc.) are then weighted and multiplied by 10 to produce an index figure for each area of service experience. The Overall UKCSI for each organisation is the average of all of its customers' satisfaction scores, duly weighted for each question grouping.

The **Loyalty Index** assesses the degree to which an organisation is positioned to achieve customer retention, by applying an unweighted group scoring protocol to questions on how likely customers are to stay, recommend the organisation to others, or buy another product/service from the organisation.

Complaints Index

The 'problem solving' area is based on respondents being encouraged to answer questions about 'handling of enquiries' and about 'being kept informed'. However, only complainants rate 'the outcome of the complaint' and 'handling of the complaint'. Where no data is shown, no complaints have been recorded.

The Complaints Index figure is calculated using the following weightings:

- How well organisations avoid giving customers a problem in the first place (50% weighting)
- How happy the customer is with how their complaint was handled (25% weighting)
- How happy the customer is with the outcome of their complaint (25% weighting)

Because of the low numbers of respondents who have complained, this score is usually available at a sector, rather than individual organisation level.

What the scores mean

Organisations can gauge their performance by comparing against the sector average and/or best in sectors. The leading 20 organisations in the UK (all sectors) have achieved a UKCSI of at least 85.

how to use this report

- Check how organisations in this sector compare with each other on customer satisfaction, complaints and each of the customer priorities
- Compare this sector to other UK sectors
- Identify which channels customers in this sector use and how satisfaction varies by channel
- Identify the range of scores in this sector against each of the customer priorities

Overall satisfaction

- The sector score is 74.9 compared to the overall UKCSI score of 78
- The highest ranked organizations for customer satisfaction are:

Local Ambulance Service	87.7
Local Fire Service	87.3
GP Surgery/Health Centre	77.7
- The top organisations which have seen the biggest change since January 2012 are:

Local Fire Service	up by 1.8 points
Local Police Service	down by 4.1 points

Satisfaction by channel

- The most frequently used channel by customers is 'in person' (69% of customer interactions); the least used is 'in writing' (5% of interactions)
- The channel with the highest satisfaction in this sector is 'in person' which has a score of 78, compared to 80 for the UKCSI overall
- The channel with the lowest satisfaction in this sector is 'in writing' which has a score of 61, compared to 72 for the UKCSI overall

Customer priorities

- The customer priorities with the biggest range of scores between the highest and lowest scoring organisations in this sector are:
 - Speed of response (writing) – highest score = 9.3, lowest score = 4.0
 - On-time delivery (over the phone) – highest score = 9.3, lowest score = 6.1
 - Price/cost (general) – highest score = 8.5, lowest score = 5.4
 - Being kept informed (general) – highest score = 8.8, lowest score = 5.7

Complaints

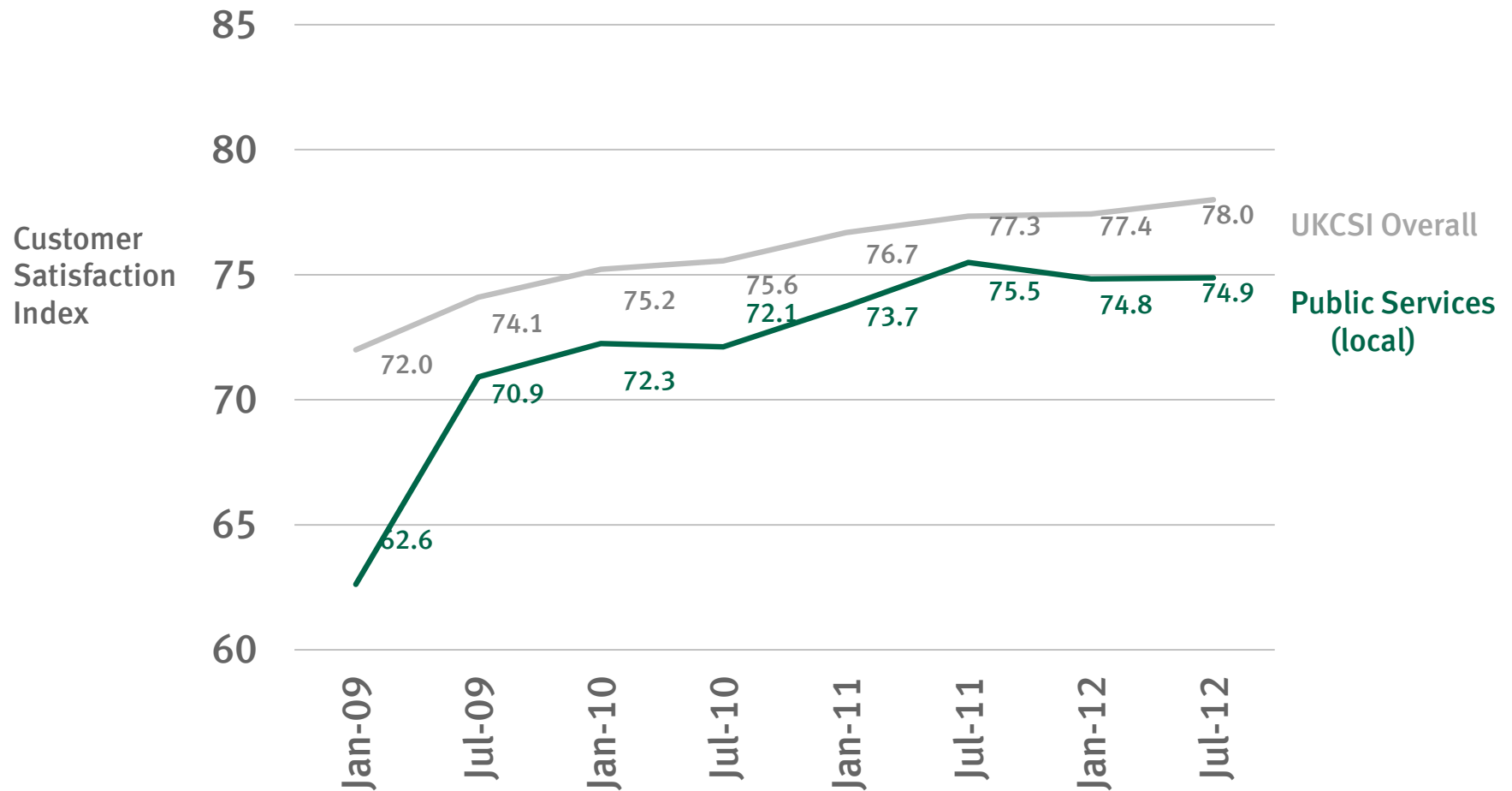
- The satisfaction with complaints score for this sector is 66.8 compared to 72.2 (all sectors)
- The organisation in this sector with the highest satisfaction with complaints score is the Local Ambulance Service (81.8)

sector data and trends

UKCSI - July 2012 - Sector Summary

	UKCSI Overall	Automotive	Finance (banks and building societies)	Finance (insurance)	Leisure	Public Services (local)	Public Services (national)	Retail (food)	Retail (non-food)	Services	Telecommunications	Tourism	Transport	Utilities
Helpfulness of staff (In person)	8.1	8.4	8.1	8.1	8.2	7.9	7.7	8.3	8.3	8.5	8.0	8.2	7.4	8.2
Friendliness of staff (In person)	8.2	8.5	8.3	8.1	8.3	8.0	7.8	8.3	8.3	8.6	8.1	8.3	7.4	8.3
Competence of staff (In person)	8.1	8.4	8.2	8.2	8.2	8.0	7.8	8.2	8.3	8.6	8.0	8.2	7.5	8.3
Treated like a valued customer (General)	7.6	8.0	7.6	7.6	7.8	7.3	7.0	7.9	8.1	8.1	7.3	7.9	7.0	7.0
Helpfulness of staff (Over the phone)	7.6	7.9	7.8	7.9	7.6	7.0	6.8	7.4	7.1	8.1	7.2	8.3	7.7	7.4
Competence of staff (Over the phone)	7.5	7.9	7.7	7.9	7.7	7.1	6.6	7.4	7.1	8.1	7.1	8.3	7.6	7.3
Professionalism	77.6	81.1	78.4	77.6	80.4	75.4	73.0	81.2	82.3	82.5	73.5	79.9	72.1	71.9
Reputation of the organisation (General)	7.9	8.2	7.9	8.0	8.1	7.7	7.4	8.2	8.5	8.2	7.7	8.1	7.5	7.4
Price/cost (General)	7.5	7.5	7.4	7.5	7.8	7.0	6.7	8.0	8.4	7.9	7.2	7.8	7.0	6.3
Product/service quality (General)	7.9	8.3	7.8	7.9	8.1	7.5	7.4	8.3	8.5	8.2	7.7	8.0	7.3	7.5
Product reliability (General)	7.9	8.3	7.9	7.9	8.2	7.5	7.4	8.3	8.4	8.2	7.7	8.1	7.3	7.8
Billing (General)	7.9	8.1	7.7	7.9	8.2	7.4	7.4	8.3	8.6	8.2	7.6	8.2	7.6	7.2
Condition of delivered goods (Over the phone)	7.8	8.1	7.8	8.0	7.9	7.3	7.3	7.9	7.8	8.3	7.8	8.1	7.7	7.5
Condition of delivered goods (Website)	8.2	7.8	7.8	8.0	8.1	7.1	8.1	8.4	9.1	8.0	8.2	8.1	7.9	7.6
Condition of delivered goods (Writing)	7.8	8.2	7.9	8.0	8.0	6.9	7.7	8.4	8.6	7.9	8.1	8.0	7.4	7.4
Quality & Efficiency	78.1	81.0	77.8	78.5	80.8	75.9	72.3	82.2	84.8	81.1	76.1	80.2	73.0	72.2
Product/service range (General)	7.9	8.2	7.9	7.9	8.2	7.6	7.5	8.3	8.6	8.1	7.8	8.0	7.4	7.3
Quality of information/advice (General)	7.8	8.1	7.8	7.8	7.9	7.7	7.4	8.1	8.3	8.1	7.5	8.0	7.4	7.2
Ease of doing business (General)	7.9	8.1	7.9	7.9	8.4	7.3	7.3	8.4	8.6	8.2	7.4	8.2	7.6	7.3
Ease of finding what you want (Website)	8.1	7.8	8.1	8.1	7.8	7.1	7.9	8.1	8.9	8.0	7.9	8.2	7.9	7.5
The check-out process (website)	8.2	7.6	8.0	8.1	7.9	6.9	8.2	8.4	9.1	8.0	8.1	8.4	8.0	7.6
Ease of doing business	78.7	81.2	78.6	78.8	81.8	75.6	74.0	82.5	84.9	81.8	75.7	81.2	74.8	72.7
Handling of enquiries (General)	7.7	8.0	7.8	7.8	7.9	7.5	7.2	8.0	8.2	8.1	7.3	8.0	7.3	7.2
Being kept informed (General)	7.6	7.9	7.7	7.6	7.9	7.3	7.1	8.0	8.3	8.0	7.3	8.0	7.2	7.1
The outcome of the complaint	5.5	5.8	5.5	5.6	5.8	4.9	4.9	6.3	6.6	5.3	5.7	5.7	5.0	5.5
Handling of the complaint	5.6	6.0	5.6	5.2	6.3	5.1	4.7	6.8	6.9	5.3	5.2	6.1	5.6	5.4
Staff understanding the issue	5.6	6.0	5.4	5.3	6.4	5.0	4.7	6.8	6.9	5.3	5.0	6.5	5.7	5.3
Staff doing what they say they will do	5.7	6.3	5.6	5.6	6.4	5.1	4.8	7.0	7.0	5.4	5.2	6.6	5.8	5.4
The attitude of staff	5.7	6.3	5.7	5.6	6.4	5.0	4.8	7.0	7.0	5.2	5.3	6.5	5.8	5.4
Speed of resolving your complaint	5.6	6.0	5.3	5.7	6.3	5.0	4.5	6.8	6.9	5.1	5.2	6.5	5.6	5.1
Availability of support (Website)	7.8	7.7	8.0	8.0	7.6	6.8	7.6	8.1	8.6	7.9	7.8	8.0	7.4	7.4
Problem solving	76.7	79.6	77.5	77.2	79.1	73.6	71.7	80.2	82.6	80.3	72.8	80.1	72.5	71.6
Speed of service (In person)	7.9	8.3	7.8	8.1	8.2	7.5	7.2	8.1	8.1	8.4	8.0	8.2	7.4	8.2
Ease of getting through (Over the phone)	7.4	7.9	7.6	7.8	7.8	6.8	6.1	7.9	6.9	8.1	6.8	8.1	7.4	7.1
On time delivery (Website)	8.1	7.7	7.8	8.0	8.1	6.9	7.9	8.6	9.0	8.0	8.1	8.2	7.9	7.4
Speed of response (Writing)	7.2	7.7	7.0	7.7	7.9	6.1	6.5	7.9	8.2	7.5	7.2	7.8	6.6	7.0
On time delivery (Over the phone)	7.6	7.9	7.7	7.9	7.9	7.0	6.6	7.6	7.4	8.0	7.3	8.2	7.8	7.3
On Time delivery (Writing)	7.5	7.9	7.6	7.9	8.1	6.4	6.9	8.3	8.3	7.6	7.6	7.8	7.3	7.2
Timeliness	77.9	81.3	77.5	79.1	81.5	72.3	70.4	81.1	84.1	82.0	73.7	81.3	75.2	73.2
CSI	78.0	80.9	78.1	78.3	80.8	74.9	72.7	81.6	84.1	81.5	74.7	80.5	73.5	72.3
Retention	8.0	8.0	8.1	7.7	8.3	8.2	8.1	8.5	8.7	8.2	7.6	8.0	7.6	7.2
Recommendation	7.6	7.9	7.5	7.5	8.0	7.4	7.2	8.2	8.5	8.0	7.2	7.9	7.1	6.6
Repurchase	7.7	7.9	7.4	7.4	8.2	7.3	7.5	8.5	8.7	7.9	7.1	8.0	7.5	6.4
Loyalty index	78.0	79.7	76.8	75.5	81.9	77.3	76.3	84.2	86.4	80.3	73.2	79.7	74.2	68.1
Customer Effort	4.3	4.3	4.2	4.4	3.7	4.7	5.0	3.9	3.7	4.1	4.8	4.1	4.5	4.7
Complaints index	72.2	77.1	71.7	72.6	75.9	66.8	64.9	78.5	79.6	72.2	67.4	78.3	71.4	70.1
Most recent contact														
In person (e.g. visited a store/branch)	50.3%	58.2%	54.2%	10.9%	87.3%	69.1%	62.4%	88.0%	54.3%	56.5%	15.2%	40.5%	46.7%	10.0%
In writing (letter or email)	6.6%	4.8%	4.6%	10.9%	2.6%	5.2%	10.1%	2.4%	3.9%	5.6%	6.9%	7.2%	6.9%	14.1%
On their website	21.1%	19.5%	24.9%	26.7%	6.5%	5.7%	13.4%	6.3%	37.7%	10.0%	25.1%	36.0%	35.2%	27.7%
Over the phone (e.g. called a contact centre)	22.1%	17.6%	16.3%	51.5%	3.6%	20.0%	14.1%	3.3%	4.1%	27.9%	52.8%	16.3%	11.1%	48.2%

UKCSI | July 2012 satisfaction trends

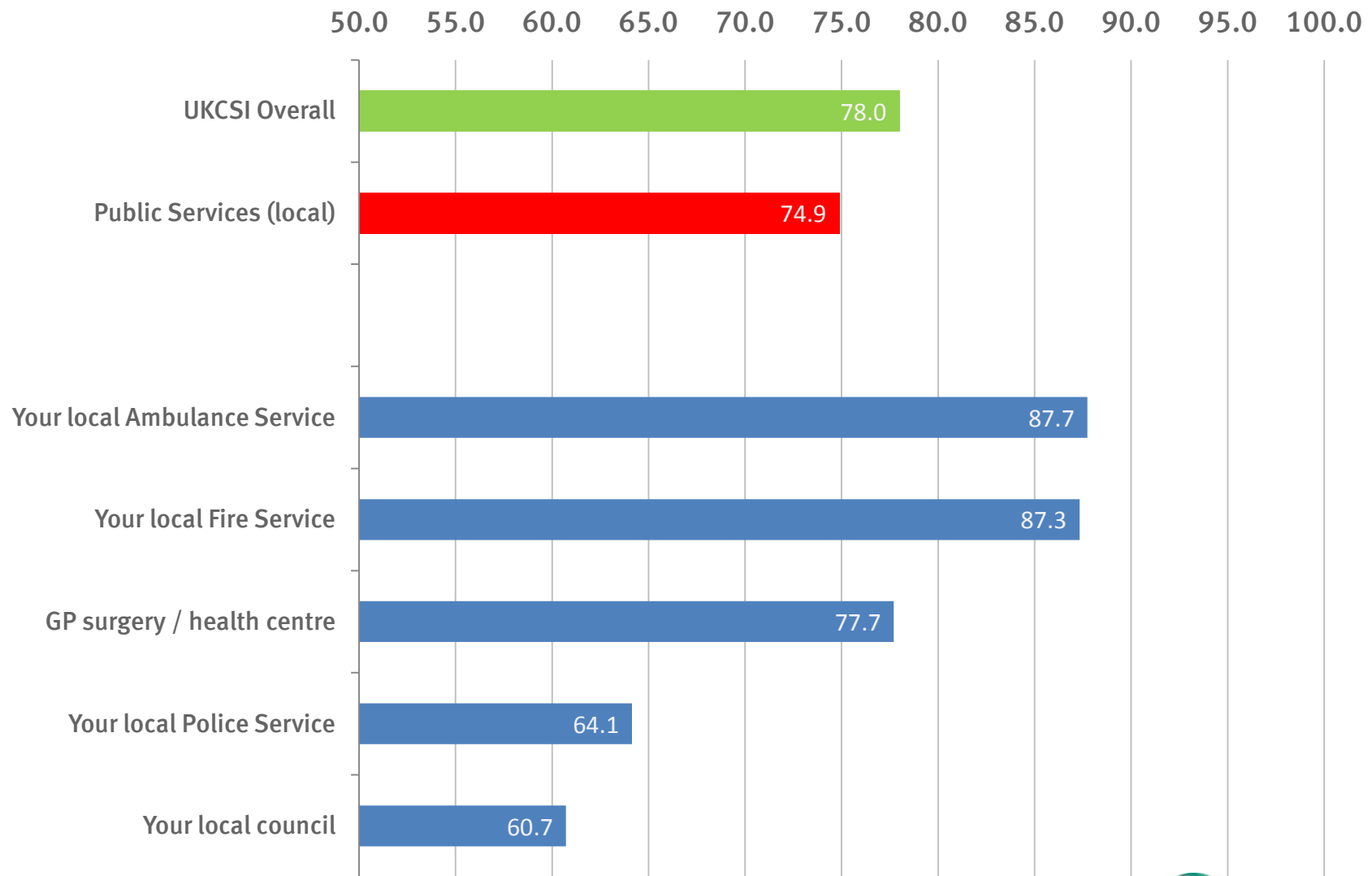


Public Services (local)

	UKCSI Overall	Public Services (local)	Your local Ambulance Service	your local Fire Service	GP surgery / health centre	your local Police Service	your local council
Helpfulness of staff (In person)	8.1	7.9	9.1	8.5	8.0	7.0	6.6
Friendliness of staff (In person)	8.2	8.0	9.2	8.5	8.0	7.1	6.9
Competence of staff (In person)	8.1	8.0	9.3	8.5	8.1	7.3	6.7
Treated like a valued customer (General)	7.6	7.3	8.7	8.7	7.6	6.2	5.7
Helpfulness of staff (Over the phone)	7.6	7.0	8.6	8.8	7.0	6.5	6.5
Competence of staff (Over the phone)	7.5	7.1	8.7	9.0	7.3	6.7	6.4
Professionalism	77.6	75.4	88.4	88.1	78.3	65.2	60.1
Reputation of the organisation (General)	7.9	7.7	8.6	8.7	8.0	6.6	6.2
Price/cost (General)	7.5	7.0	8.5	8.5	7.5	6.2	5.4
Product/service quality (General)	7.9	7.5	8.7	8.6	7.9	6.4	5.9
Product reliability (General)	7.9	7.5	8.8	8.6	7.8	6.4	5.9
Billing (General)	7.9	7.4	8.5	8.6	7.7	6.7	6.3
Condition of delivered goods (Over the phone)	7.8	7.3	8.2	8.7	7.5	6.4	6.7
Condition of delivered goods (Website)	8.2	7.1	a	a	7.1	6.2	7.3
Condition of delivered goods (Writing)	7.8	6.9	a	9.4	7.7	a	5.3
Quality & Efficiency	78.1	75.9	87.6	86.8	79.4	65.0	60.1
Product/service range (General)	7.9	7.6	8.6	8.6	7.8	6.6	6.2
Quality of Information/advice (General)	7.8	7.7	8.9	8.7	8.0	6.5	6.2
Ease of doing business (General)	7.9	7.3	8.7	8.7	7.6	6.2	6.0
Ease of finding what you want (Website)	8.1	7.1	a	a	7.8	5.8	6.9
The check-out process (website)	8.2	6.9	a	a	7.7	5.4	6.8
Ease of doing business	78.7	75.6	88.2	86.9	78.5	63.9	61.8
Handling of enquiries (General)	7.7	7.5	8.7	8.7	7.7	6.3	6.1
Being kept informed (General)	7.6	7.3	8.8	8.7	7.5	6.1	5.7
The outcome of the complaint	5.5	4.9	6.4	a	5.6	a	3.4
Handling of the complaint	5.6	5.1	8.0	a	5.8	2.6	3.3
Staff understanding the issue	5.6	5.0	7.9	a	5.6	2.7	3.5
Staff doing what they say they will do	5.7	5.1	8.1	a	5.6	3.0	3.7
The attitude of staff	5.7	5.0	7.8	a	5.7	2.9	3.3
Speed of resolving your complaint	5.6	5.0	8.1	a	5.5	2.7	3.5
Availability of support (Website)	7.8	6.8	a	a	7.5	5.4	6.5
Problem solving	76.7	73.6	87.6	87.4	76.4	61.9	59.5
Speed of service (In person)	7.9	7.5	8.9	8.5	7.5	7.0	6.1
Ease of getting through (Over the phone)	7.4	6.8	8.6	8.9	6.4	6.6	6.6
On time delivery (Website)	8.1	6.9	a	a	7.2	6.1	6.8
Speed of response (Writing)	7.2	6.1	a	9.3	7.5	4.0	5.1
On time delivery (Over the phone)	7.6	7.0	8.5	9.3	7.0	6.1	6.2
On Time delivery (Writing)	7.5	6.4	a	9.4	7.3	a	5.1
Timeliness	77.9	72.3	86.5	88.7	73.4	65.4	61.8
CSI	78.0	74.9	87.7	87.3	77.7	64.1	60.7
Retention	8.0	8.2	8.5	8.6	8.5	6.5	7.1
Recommendation	7.6	7.4	8.5	8.6	7.7	5.9	5.4
Repurchase	7.7	7.3	8.2	8.5	7.7	5.8	5.7
Loyalty index	78.0	77.3	85.4	86.2	80.9	60.8	61.5
Customer Effort	4.3	4.7	5.0	6.4	4.3	5.5	5.6
Complaints index	72.2	66.8	81.8		71.0	57.6	53.9
Most recent contact							
In person (e.g. visited a store/branch)	50.3%	69.1%	58.3%	47.1%	83.0%	50.6%	22.7%
In writing (letter or email)	6.6%	5.2%	6.8%	21.3%	1.2%	6.6%	18.2%
On their website	21.1%	5.7%	5.2%	7.4%	2.0%	12.3%	19.1%
Over the phone (e.g. called a contact centre)	22.1%	20.0%	29.7%	24.3%	13.8%	30.5%	40.0%

a. Less than 10 customers scoring this requirement for this channel

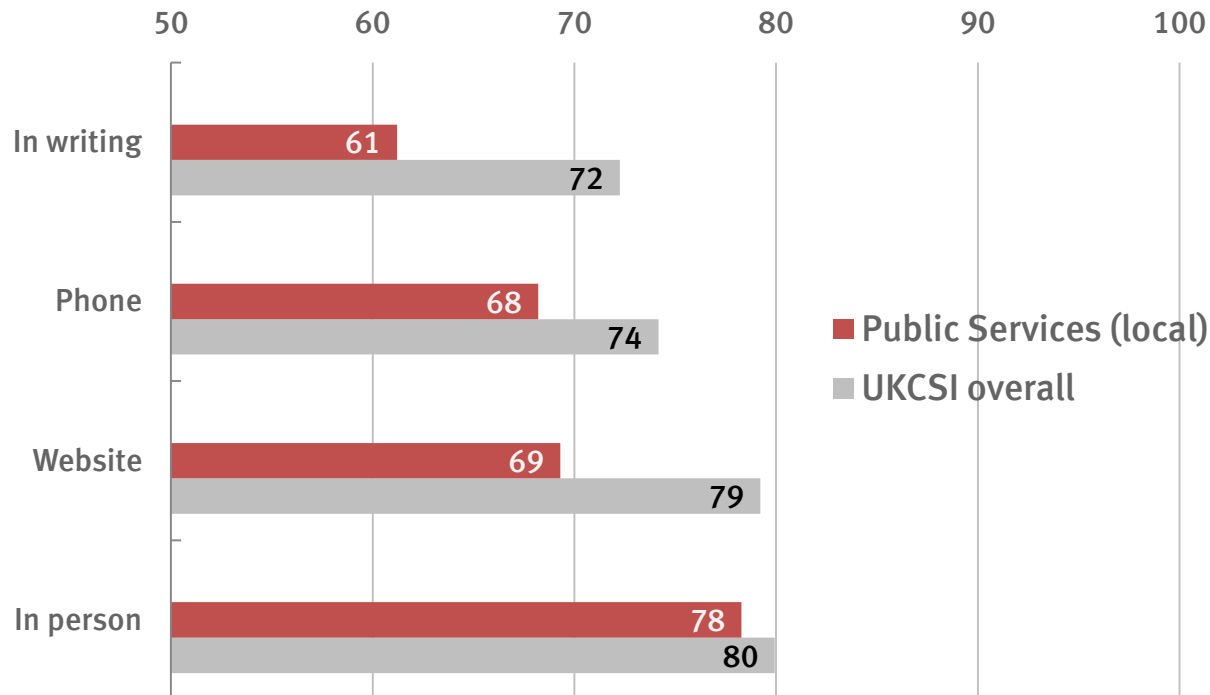
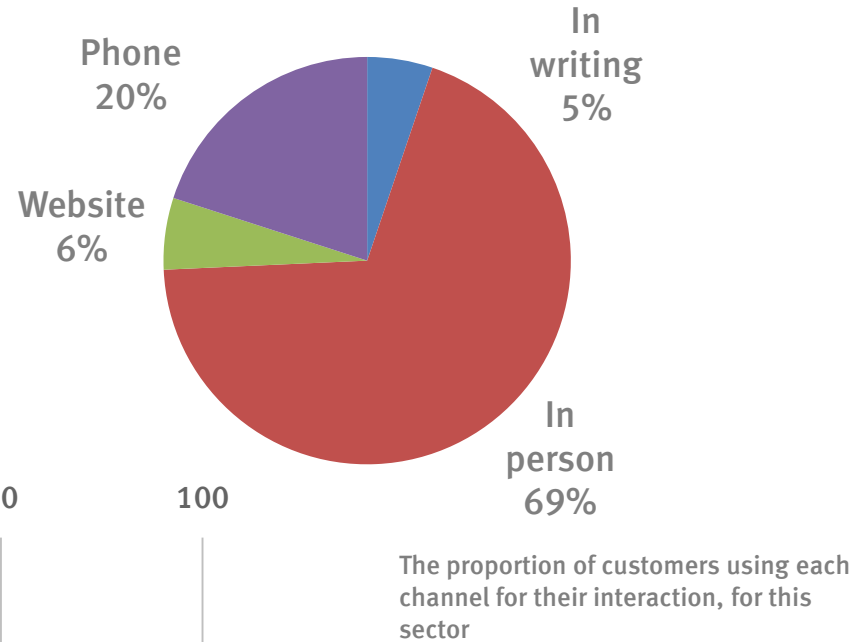
b. No customers scored this requirement



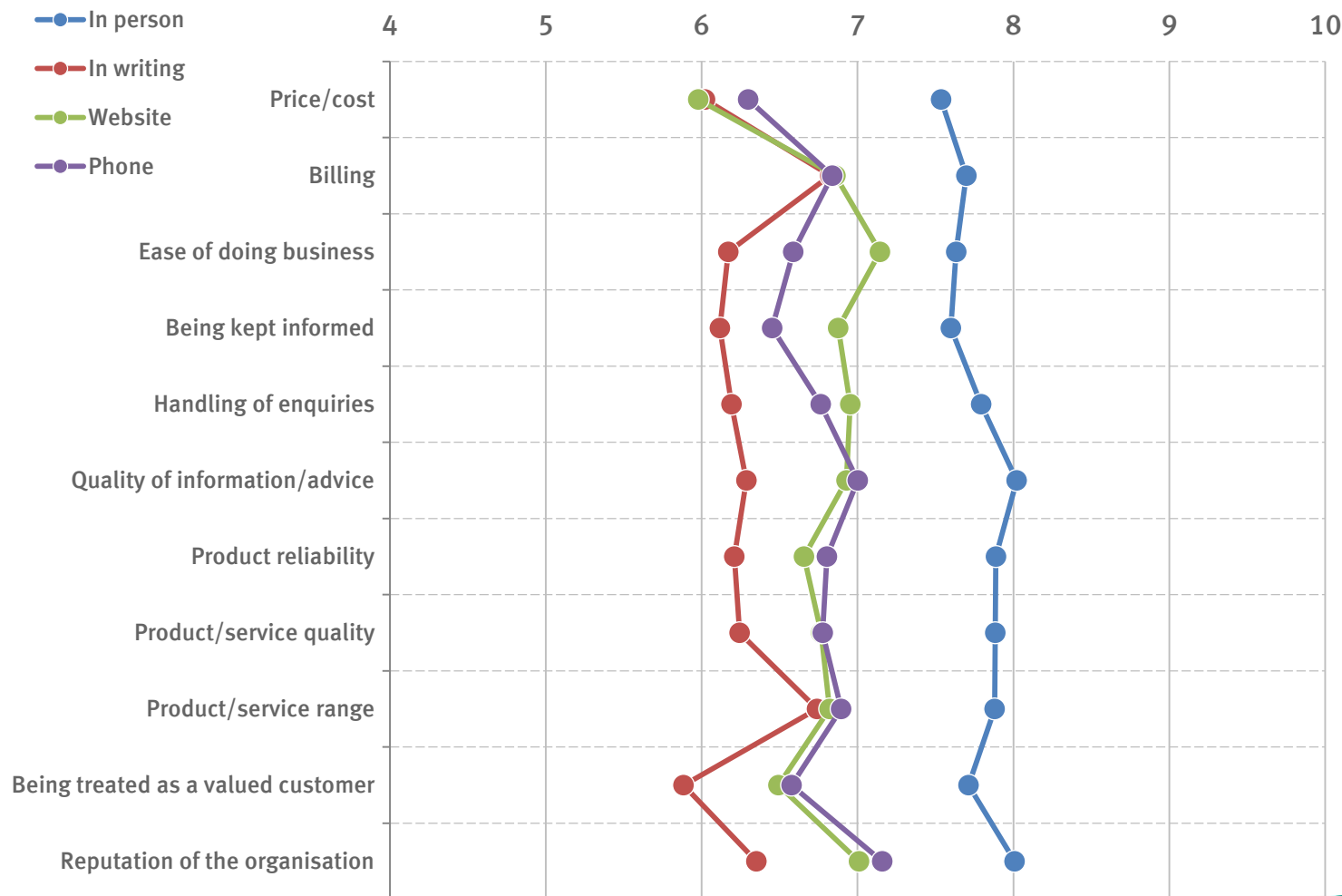
UKCSI | July 2012 satisfaction by channel

Satisfaction by channel

- The most frequently used channel by customers is 'in person' (69% of customer interactions); the least used is 'in writing' (5% of interactions each)
- The channel with the highest satisfaction in this sector is 'in person' which has a score of 78, compared with the UKCSI overall of 80
- The channel with the lowest satisfaction in this sector is 'phone' which has a score of 68 compared with the UKCSI overall of 74



Variation in performance across channels

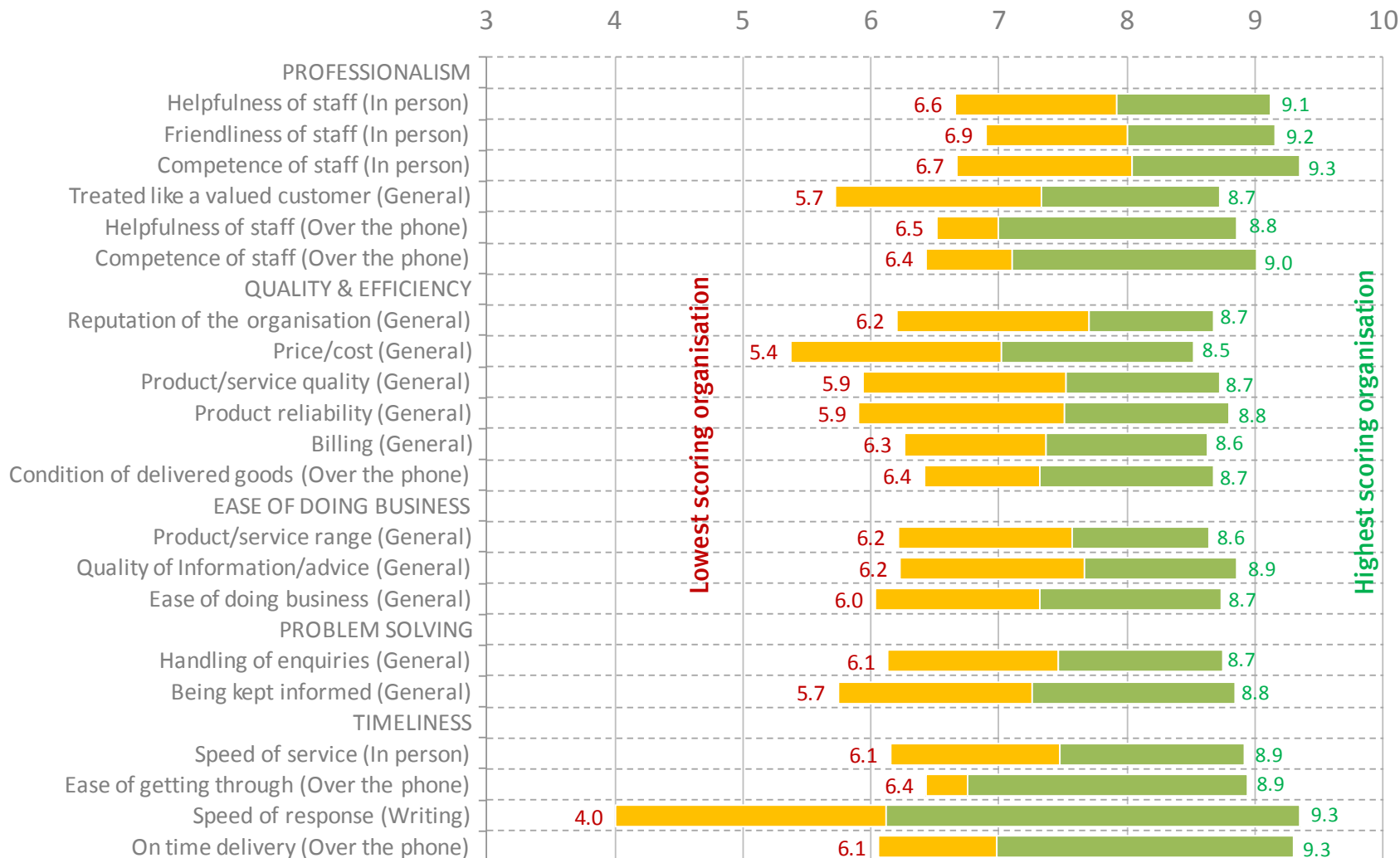


- There is higher satisfaction through the in person channel compared to other channels

- There is a higher degree of variation in customer priority scores by web, writing and phone, compared to in person

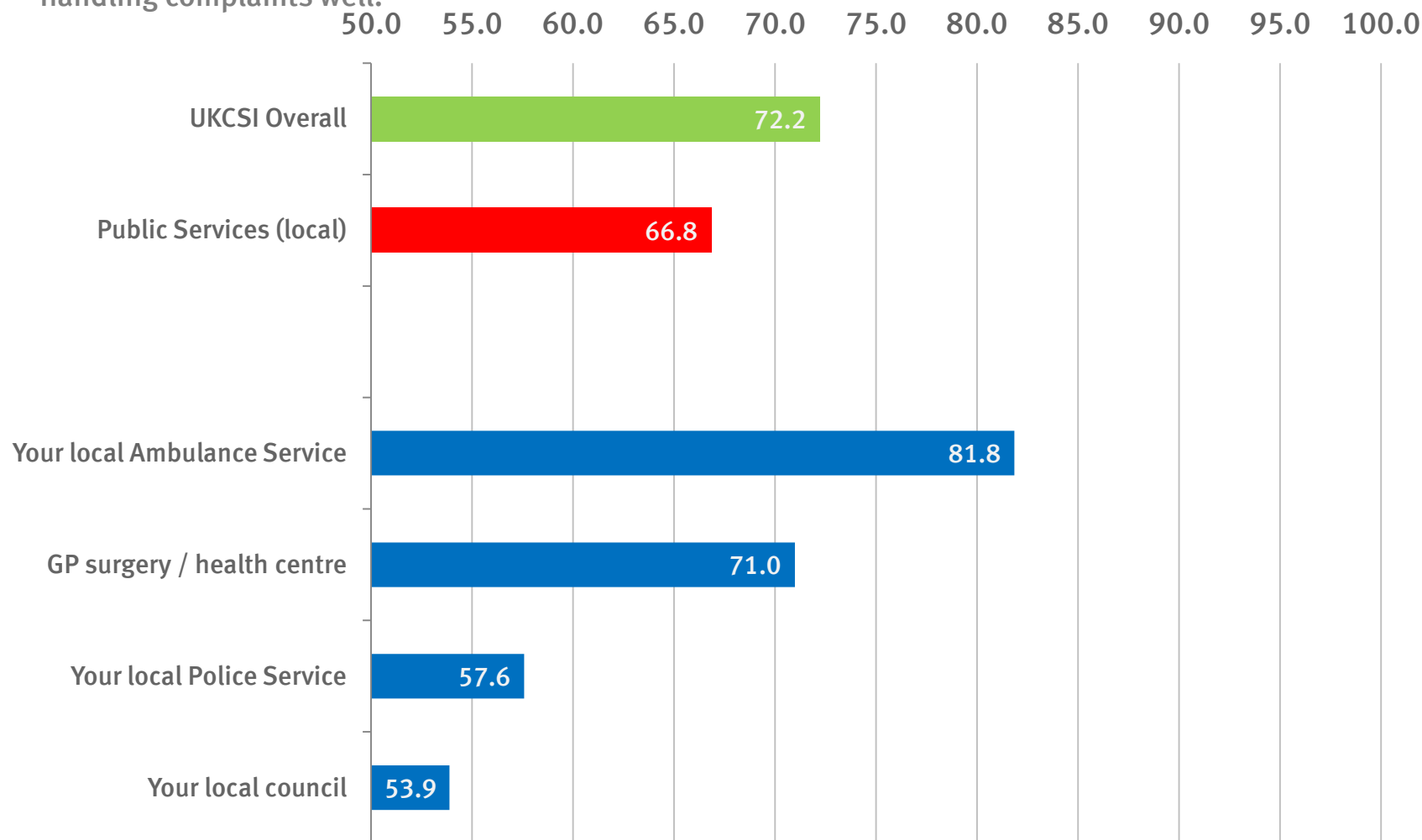
range of scores against customer priorities

The range of scores achieved by organisations in this sector, from worst to best on each question.
The average is shown as a white line.



UKCSI | July 2012 complaints index

An index reflecting organisations' success in generating few problems for customers and handling complaints well.



NB: "Your local Fire Service" does not have a complaints index as none of the survey respondents reported having a complaint.

UKCSI | July 2012 complaints questions

Q4 Have you had a problem

Yes	16.5%
No	83.5%

Q5 What was the nature of your problem?

Quality or reliability of goods/services	25.9%
Staff attitude	44.1%
Staff competence	36.2%
Late delivery or slow service	22.3%
Suitability of goods/services (e.g. didn't do what you expected)	21.5%
Cost	10.2%
Availability of goods/services (e.g. couldn't find what you wanted)	20.5%
Other	12.2%
XX not keeping its promises and commitments	16.1%

Q6 How annoyed did this problem make you feel?

1 (slightly annoyed)	1.4%
2	1.1%
3	2.0%
4	2.1%
5	5.6%
6	5.7%
7	8.8%
8	16.5%
9	15.0%
10 (very annoyed)	41.9%

Q7 Did you tell anyone at XX?

Yes	72.0%
No	28.0%

Q8 Why not

Didn't think it would make any difference	55.9%
Didn't have time	8.6%
The complaints process is too much hassle	19.9%
Didn't know who to complain to	16.1%
Don't like complaining	13.4%
Other	11.3%
Didn't know how to	11.8%

Q9 How did you contact XX?

Telephone	53.0%
Face to face	52.0%
Email	20.3%
Post	12.9%
Fax	5.8%
Text/SMS	2.1%
Other	0.6%

Q9 Preferred method to contact them

Telephone	29.0%
Face to face	43.6%
Email	21.1%
Post	3.3%
Text/SMS	1.0%
Other	0.8%
Fax	1.0%

Q9 How did they contact you?

Telephone	47.0%
Face to face	33.6%
Email	18.2%
Post	19.6%
Other	6.3%
Fax	5.6%
Text/SMS	2.7%

Q9 Preferred method

Telephone	35.9%
Email	20.5%
Face to face	34.9%
Post	6.5%
Text/SMS	0.4%
Other	0.6%
Fax	1.3%

Q10 How did XX react to your complaint at the time you first informed them?

Seemed uninterested	38.4%
Apologised	29.0%
Listened carefully/wanted to fully understand the problem	21.5%
Made excuses	31.9%
Dealt with it immediately	16.3%
Told you what would happen next	22.8%
Were sympathetic	18.8%
Dismissed it	24.8%
Passed you on to someone else	20.0%
Took responsibility	11.5%
Told you how long it would take to resolve	15.0%
Acknowledged your complaint in writing	11.7%

Q11 Did you have to escalate your complaint?

Yes	35.1%
No	64.9%

Q12 Who to?

Supervisor	58.9%
Head office	22.6%
External (e.g. Ombudsman/Media/MP/Citizens Advice)	18.5%

Q13 How long did it take to resolve your problem?

Immediately	18.4%
Within 24 hours	13.8%
2-3 days	7.7%
4-7 days	6.3%
1-2 weeks	6.5%
3-4 weeks	5.2%
Over 1 month	6.5%
Still unresolved	35.7%
N/A	

Q13 How long should it have taken?

Immediately	36.7%
Within 24 hours	19.0%
2-3 days	15.9%
4-7 days	6.1%
1-2 weeks	4.4%
3-4 weeks	3.1%
Over 1 month	1.9%
Still unresolved	12.9%
N/A	

Q14 Satisfaction

The final outcome of your complaint

1 (exceptionally dissatisfied)	26.9%
2	6.4%
3	8.2%
4	6.4%
5	6.8%
6	9.6%
7	7.8%
8	7.8%
9	11.0%
10 (exceptionally satisfied)	9.1%

The way XX handled your complaint

1 (exceptionally dissatisfied)	22.3%
2	6.5%
3	7.1%
4	9.2%
5	9.6%
6	10.5%
7	5.6%
8	7.4%
9	11.4%
10 (exceptionally satisfied)	10.5%

Staff understanding the issue

1 (exceptionally dissatisfied)	21.4%
2	9.5%
3	9.1%
4	7.4%
5	8.7%
6	10.4%
7	6.1%
8	6.1%
9	10.2%
10 (exceptionally satisfied)	11.0%

Staff doing what they say they will do

1 (exceptionally dissatisfied)	23.4%
2	6.5%
3	8.5%
4	6.9%
5	7.8%
6	8.5%
7	7.4%
8	9.5%
9	8.5%
10 (exceptionally satisfied)	13.0%

The attitude of staff

1 (exceptionally dissatisfied)	23.0%
2	9.1%
3	6.1%
4	7.8%
5	10.0%
6	8.9%
7	6.7%
8	6.9%
9	11.1%
10 (exceptionally satisfied)	10.4%

Speed of resolving your complaint

1 (exceptionally dissatisfied)	24.0%
2	8.3%
3	8.3%
4	7.0%
5	9.0%
6	7.4%
7	5.7%
8	7.9%
9	10.5%
10 (exceptionally satisfied)	12.0%

Q15 Did you receive any follow-up contact from XX after the resolution of your complaint?

Yes	21.5%
No	51.1%
NA - still unresolved	27.3%

Q16 Have you had any contact with XX in the last 3 months? (Those who have not had a problem)

Yes	58.4%
No	41.6%

Q17 What was the nature of this contact?

Face to face	74.0%
Telephone	18.0%
Letter or email	6.1%
Other	1.9%

Q19 Did you talk to anyone else about this experience?

Complaint	
Yes	79.5%
No	20.5%
Other contact	
Yes	37.6%
No	62.4%

Q20 How many?

Complaint

1	15.6%
2	21.3%
3	26.7%
More than 3	36.4%

Other contact

1	30.4%
2	29.4%
3	14.2%
More than 3	26.1%

Q21 Was what you said

Complaint

Positive	25.3%
A mixture of the two	20.9%
Negative	53.8%

Other contact

Positive	69.9%
A mixture of the two	20.1%
Negative	10.0%