

**Institute of Customer Service**

# UK Customer Satisfaction Index

**Public Services** (national)

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](http://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 72.7 compared to the overall UKCSI score of 78
- The highest ranked organizations for customer satisfaction are:

DVLA	79.6
NHS/Hospital Service	77.8
Post Office	76.6
- The top organisations which have seen the biggest change since January 2012 are:

NHS/Hospital Service	up by 2.6 points
Jobcentre Plus	down by 3.1 points
Royal Mail/Parcelforce	down by 1.4 points

## Satisfaction by channel

- The most frequently used channel by customers is 'in person' (62% of customer interactions); the least used is 'in writing' (10% of interactions)
- The channel with the highest satisfaction in this sector is 'by website' which has a score of 76, compared to 79 for the UKCSI overall
- The channel with the lowest satisfaction in this sector is 'by phone' which has a score of 65, compared to 74 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:
  - Competence of staff (over the phone) – highest score = 8.0, lowest score = 3.8
  - On-time delivery (over the phone) – highest score = 8.4, lowest score = 4.3
  - Ease of getting through (over the phone) – highest score = 7.6, lowest score = 3.7

## Complaints

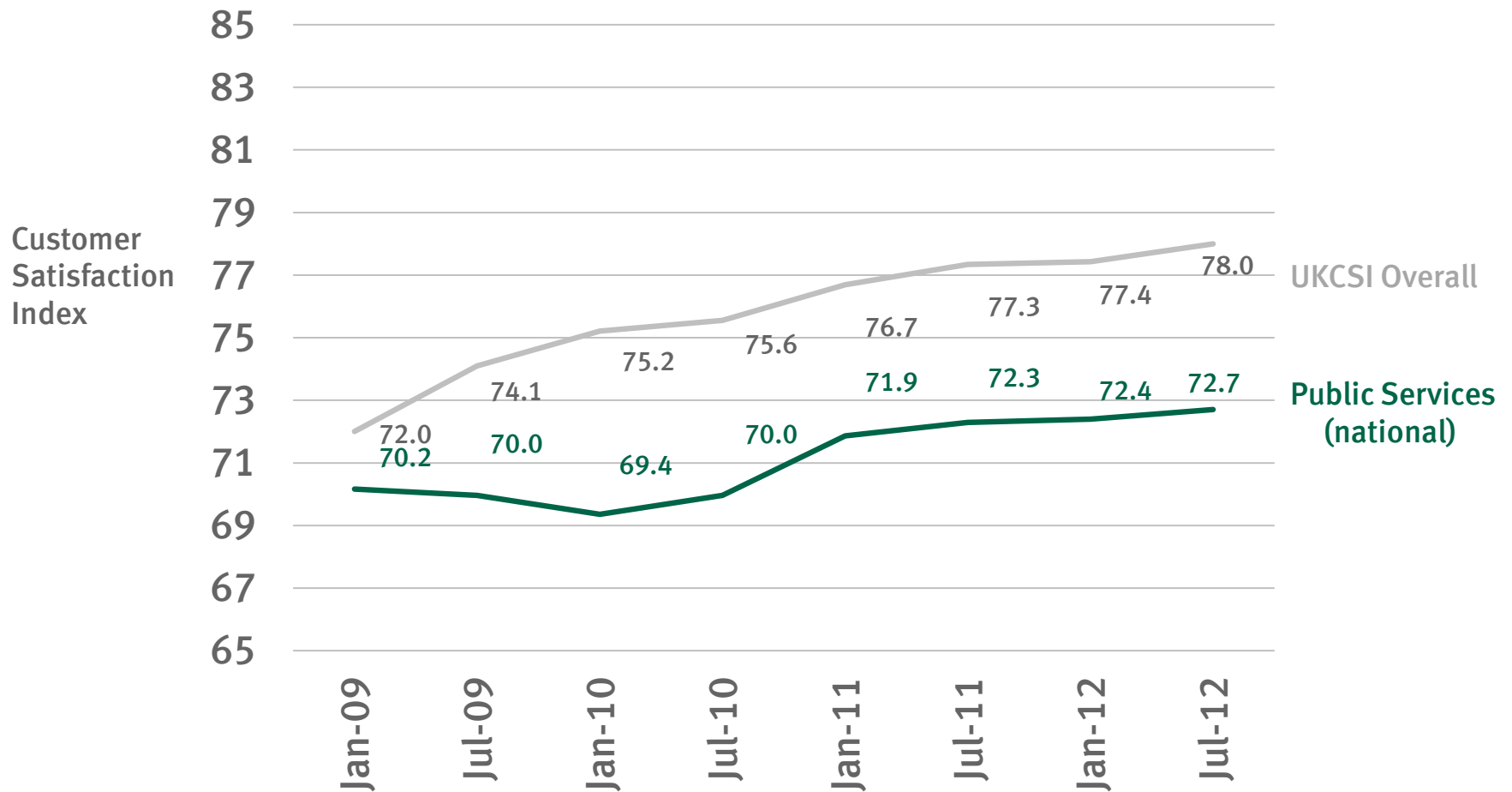
- The satisfaction with complaints score for this sector is 64.9 compared to 72.2 (all sectors)
- The organisation in this sector with the highest satisfaction with complaints score is the DVLA (81.8)

# 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
<b>Professionalism</b>	<b>77.6</b>	<b>81.1</b>	<b>78.4</b>	<b>77.6</b>	<b>80.4</b>	<b>75.4</b>	<b>73.0</b>	<b>81.2</b>	<b>82.3</b>	<b>82.5</b>	<b>73.5</b>	<b>79.9</b>	<b>72.1</b>	<b>71.9</b>
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
<b>Quality &amp; Efficiency</b>	<b>78.1</b>	<b>81.0</b>	<b>77.8</b>	<b>78.5</b>	<b>80.8</b>	<b>75.9</b>	<b>72.3</b>	<b>82.2</b>	<b>84.8</b>	<b>81.1</b>	<b>76.1</b>	<b>80.2</b>	<b>73.0</b>	<b>72.2</b>
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
<b>Ease of doing business</b>	<b>78.7</b>	<b>81.2</b>	<b>78.6</b>	<b>78.8</b>	<b>81.8</b>	<b>75.6</b>	<b>74.0</b>	<b>82.5</b>	<b>84.9</b>	<b>81.8</b>	<b>75.7</b>	<b>81.2</b>	<b>74.8</b>	<b>72.7</b>
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
<b>Problem solving</b>	<b>76.7</b>	<b>79.6</b>	<b>77.5</b>	<b>77.2</b>	<b>79.1</b>	<b>73.6</b>	<b>71.7</b>	<b>80.2</b>	<b>82.6</b>	<b>80.3</b>	<b>72.8</b>	<b>80.1</b>	<b>72.5</b>	<b>71.6</b>
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
<b>Timeliness</b>	<b>77.9</b>	<b>81.3</b>	<b>77.5</b>	<b>79.1</b>	<b>81.5</b>	<b>72.3</b>	<b>70.4</b>	<b>81.1</b>	<b>84.1</b>	<b>82.0</b>	<b>73.7</b>	<b>81.3</b>	<b>75.2</b>	<b>73.2</b>
<b>CSI</b>	<b>78.0</b>	<b>80.9</b>	<b>78.1</b>	<b>78.3</b>	<b>80.8</b>	<b>74.9</b>	<b>72.7</b>	<b>81.6</b>	<b>84.1</b>	<b>81.5</b>	<b>74.7</b>	<b>80.5</b>	<b>73.5</b>	<b>72.3</b>
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
<b>Loyalty index</b>	<b>78.0</b>	<b>79.7</b>	<b>76.8</b>	<b>75.5</b>	<b>81.9</b>	<b>77.3</b>	<b>76.3</b>	<b>84.2</b>	<b>86.4</b>	<b>80.3</b>	<b>73.2</b>	<b>79.7</b>	<b>74.2</b>	<b>68.1</b>
<b>Customer Effort</b>	<b>4.3</b>	<b>4.3</b>	<b>4.2</b>	<b>4.4</b>	<b>3.7</b>	<b>4.7</b>	<b>5.0</b>	<b>3.9</b>	<b>3.7</b>	<b>4.1</b>	<b>4.8</b>	<b>4.1</b>	<b>4.5</b>	<b>4.7</b>
<b>Complaints index</b>	<b>72.2</b>	<b>77.1</b>	<b>71.7</b>	<b>72.6</b>	<b>75.9</b>	<b>66.8</b>	<b>64.9</b>	<b>78.5</b>	<b>79.6</b>	<b>72.2</b>	<b>67.4</b>	<b>78.3</b>	<b>71.4</b>	<b>70.1</b>
<b>Most recent contact</b>														
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

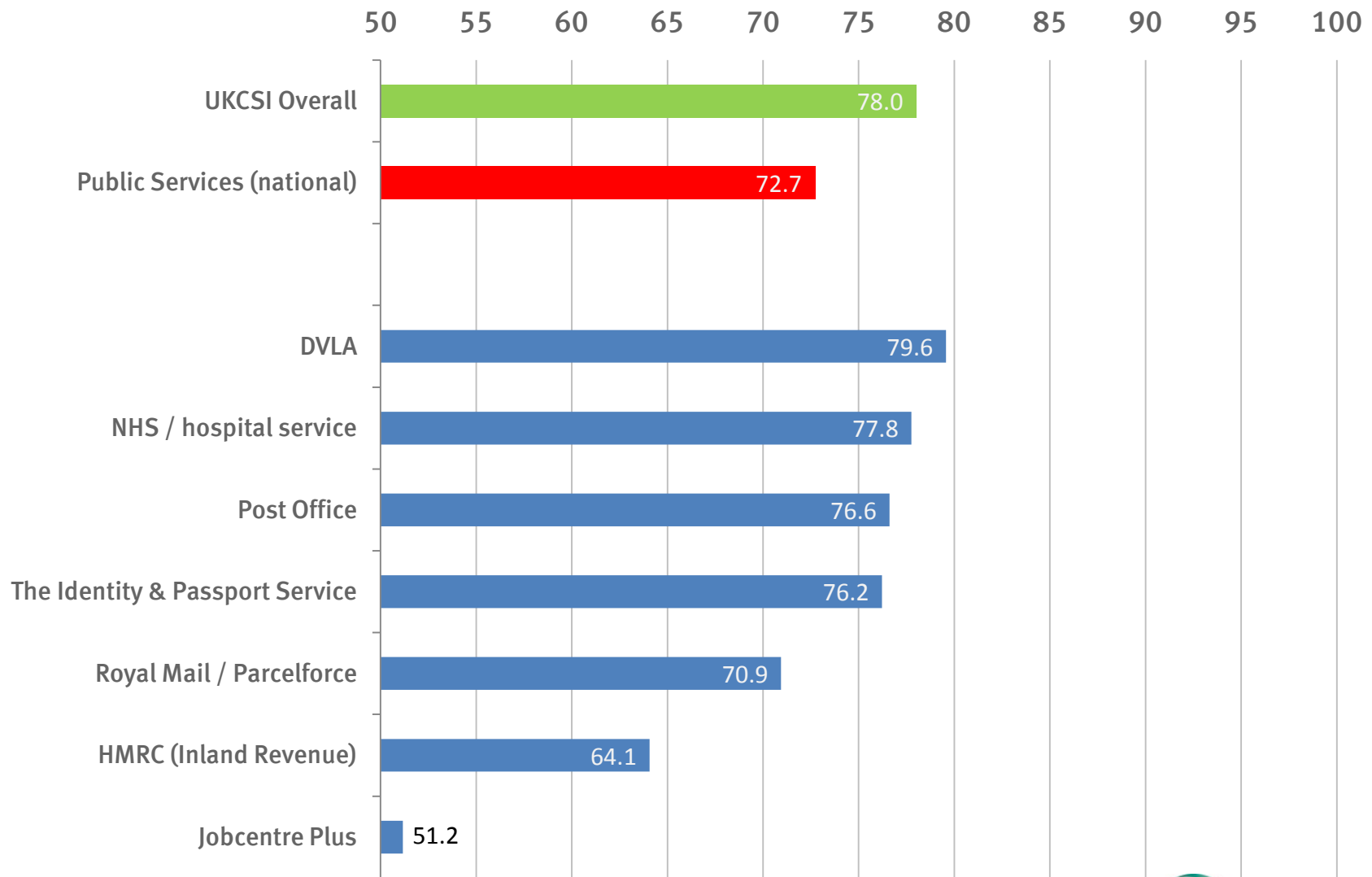


# Public Services (national)

	UKCSI Overall	Public Services (national)	DVLA	NHS / hospital service	Post office	Identity & Passport Service	Royal Mail / Parcelforce	HMRC (Inland Revenue)	Jobcentre Plus
Helpfulness of staff (In person)	8.1	7.7	7.8	8.2	7.9	8.2	7.6	7.9	5.5
Friendliness of staff (In person)	8.2	7.8	7.9	8.3	7.9	8.2	7.7	8.0	5.6
Competence of staff (In person)	8.1	7.8	7.9	8.3	8.0	8.5	7.6	8.1	5.5
Treated like a valued customer (General)	7.6	7.0	7.5	7.6	7.5	7.3	7.0	6.1	4.9
Helpfulness of staff (Over the phone)	7.6	6.8	7.6	7.8	8.1	7.5	5.5	6.6	4.3
Competence of staff (Over the phone)	7.5	6.6	7.5	7.7	8.0	7.4	5.4	6.5	3.8
<b>Professionalism</b>	<b>77.6</b>	<b>73.0</b>	<b>75.7</b>	<b>80.3</b>	<b>77.8</b>	<b>73.7</b>	<b>71.5</b>	<b>63.8</b>	<b>52.2</b>
Reputation of the organisation (General)	7.9	7.4	8.1	7.8	7.8	7.6	7.4	6.4	5.2
Price/cost (General)	7.5	6.7	7.1	7.7	6.7	6.1	6.4	6.5	5.5
Product/service quality (General)	7.9	7.4	7.9	7.9	7.9	7.8	7.3	6.5	5.0
Product reliability (General)	7.9	7.4	8.1	7.8	7.7	8.2	7.1	6.5	5.1
Billing (General)	7.9	7.4	8.0	7.7	7.7	7.6	7.1	6.8	5.4
Condition of delivered goods (Over the phone)	7.8	7.3	8.1	8.2	8.5	8.4	6.2	6.5	4.9
Condition of delivered goods (Website)	8.2	8.1	8.9	a	9.0	8.4	7.2	7.1	a
Condition of delivered goods (Writing)	7.8	7.7	8.3	8.7	a	8.6	6.4	6.4	a
<b>Quality &amp; Efficiency</b>	<b>78.1</b>	<b>72.3</b>	<b>79.0</b>	<b>77.9</b>	<b>75.5</b>	<b>74.9</b>	<b>70.9</b>	<b>63.6</b>	<b>50.8</b>
Product/service range (General)	7.9	7.5	7.8	8.0	7.9	7.6	7.4	6.7	5.1
Quality of Information/advice (General)	7.8	7.4	8.1	7.9	7.9	8.1	7.2	6.6	5.1
Ease of doing business (General)	7.9	7.3	8.1	7.7	7.8	7.7	7.2	6.2	4.9
Ease of finding what you want (Website)	8.1	7.9	8.6	7.6	9.1	7.4	7.4	7.0	6.7
The check-out process (website)	8.2	8.2	8.8	a	8.9	7.3	7.4	7.6	a
<b>Ease of doing business</b>	<b>78.7</b>	<b>74.0</b>	<b>80.7</b>	<b>78.8</b>	<b>78.9</b>	<b>78.5</b>	<b>73.0</b>	<b>63.6</b>	<b>50.6</b>
Handling of enquiries (General)	7.7	7.2	7.9	7.7	7.7	7.8	6.9	6.4	4.9
Being kept informed (General)	7.6	7.1	7.9	7.5	7.5	7.7	6.9	6.4	4.8
The outcome of the complaint	5.5	4.9	6.9	4.6	4.9	a	3.9	5.7	4.8
Handling of the complaint	5.6	4.7	7.2	4.8	4.2	a	4.0	4.9	4.0
Staff understanding the issue	5.6	4.7	7.3	4.9	4.0	a	3.9	4.8	4.1
Staff doing what they say they will do	5.7	4.8	7.5	4.9	4.1	a	4.2	5.5	3.8
The attitude of staff	5.7	4.8	7.5	4.9	4.1	a	3.9	5.6	4.2
Speed of resolving your complaint	5.6	4.5	7.4	4.5	3.9	a	3.7	5.1	3.6
Availability of support (Website)	7.8	7.6	8.3	7.5	9.0	6.9	7.0	7.0	6.0
<b>Problem solving</b>	<b>76.7</b>	<b>71.7</b>	<b>79.5</b>	<b>75.9</b>	<b>76.1</b>	<b>77.9</b>	<b>68.6</b>	<b>64.8</b>	<b>50.2</b>
Speed of service (In person)	7.9	7.2	7.7	7.2	7.3	8.0	7.4	7.9	5.1
Ease of getting through (Over the phone)	7.4	6.1	7.1	7.2	7.6	7.1	5.9	5.1	3.7
On time delivery (Website)	8.1	7.9	8.8	a	9.0	7.7	6.7	6.6	a
Speed of response (Writing)	7.2	6.5	7.6	7.9	4.7	7.0	5.7	5.6	a
On time delivery (Over the phone)	7.6	6.6	7.7	7.7	8.4	7.8	5.3	5.6	4.3
On Time delivery (Writing)	7.5	6.9	8.1	8.4	4.9	7.6	5.4	5.7	a
<b>Timeliness</b>	<b>77.9</b>	<b>70.4</b>	<b>80.7</b>	<b>72.7</b>	<b>73.3</b>	<b>75.5</b>	<b>70.4</b>	<b>59.1</b>	<b>49.1</b>
<b>CSI</b>	<b>78.0</b>	<b>72.7</b>	<b>79.6</b>	<b>77.8</b>	<b>76.6</b>	<b>76.2</b>	<b>70.9</b>	<b>64.1</b>	<b>51.2</b>
Retention	8.0	8.1	8.5	8.7	8.4	8.3	7.8	7.8	5.3
Recommendation	7.6	7.2	8.0	7.9	7.5	7.6	6.9	6.1	4.5
Repurchase	7.7	7.5	8.1	8.0	8.0	7.8	7.3	6.8	4.6
<b>Loyalty index</b>	<b>78.0</b>	<b>76.3</b>	<b>83.3</b>	<b>83.0</b>	<b>79.9</b>	<b>79.5</b>	<b>73.3</b>	<b>69.1</b>	<b>47.8</b>
<b>Customer Effort</b>	<b>4.3</b>	<b>5.0</b>	<b>4.9</b>	<b>4.7</b>	<b>4.2</b>	<b>5.8</b>	<b>4.6</b>	<b>6.7</b>	<b>6.7</b>
<b>Complaints index</b>	<b>72.2</b>	<b>64.9</b>	<b>81.1</b>	<b>65.7</b>	<b>66.0</b>	<b>79.3</b>	<b>59.7</b>	<b>64.5</b>	<b>51.8</b>
<b>Most recent contact</b>									
In person (e.g. visited a store/branch)	50.3%	62.4%	21.9%	81.8%	91.9%	32.9%	69.8%	14.9%	73.3%
In writing (letter or email)	6.6%	10.1%	22.4%	4.1%	2.6%	28.2%	5.0%	27.0%	3.7%
On their website	21.1%	13.4%	39.5%	1.7%	2.9%	15.4%	15.5%	18.7%	8.9%
Over the phone (e.g. called a contact centre)	22.1%	14.1%	16.3%	12.3%	2.6%	23.5%	9.7%	39.5%	14.1%

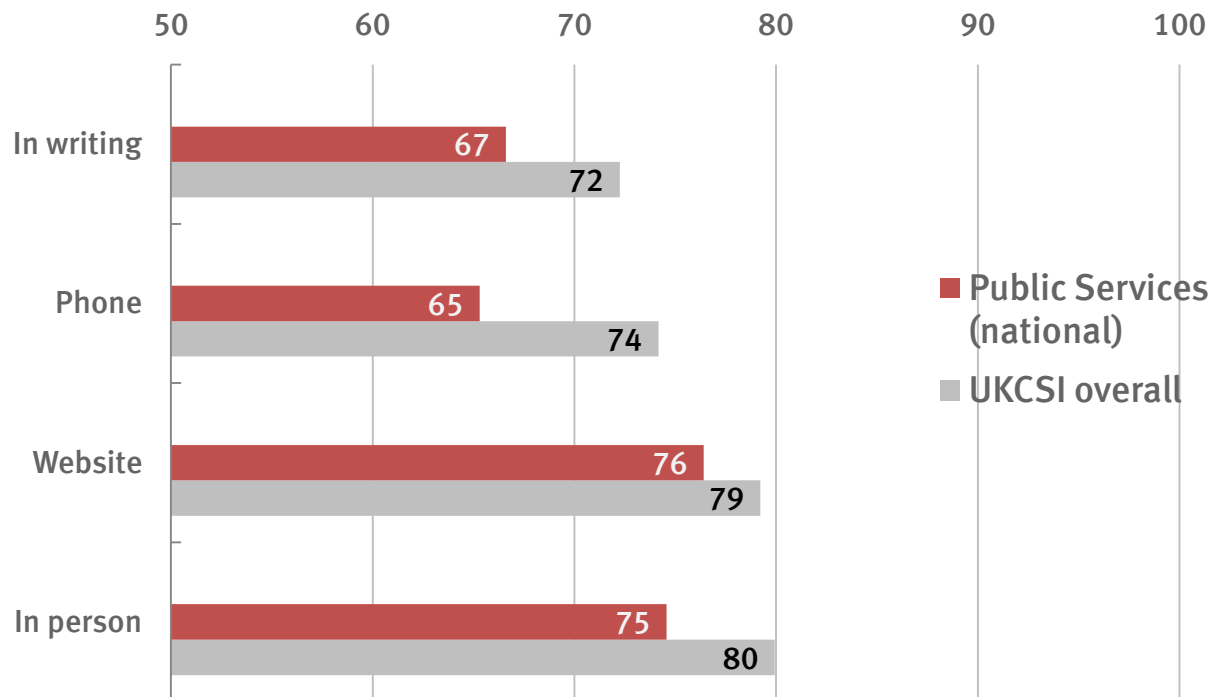
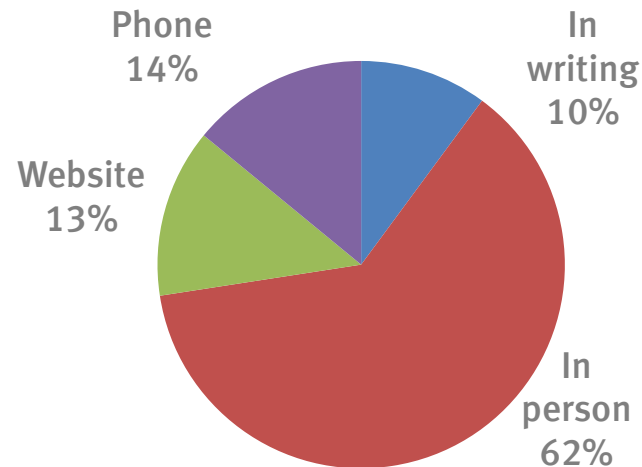
a. Less than 10 customers scoring this requirement for this channel

b. No customers scored this requirement



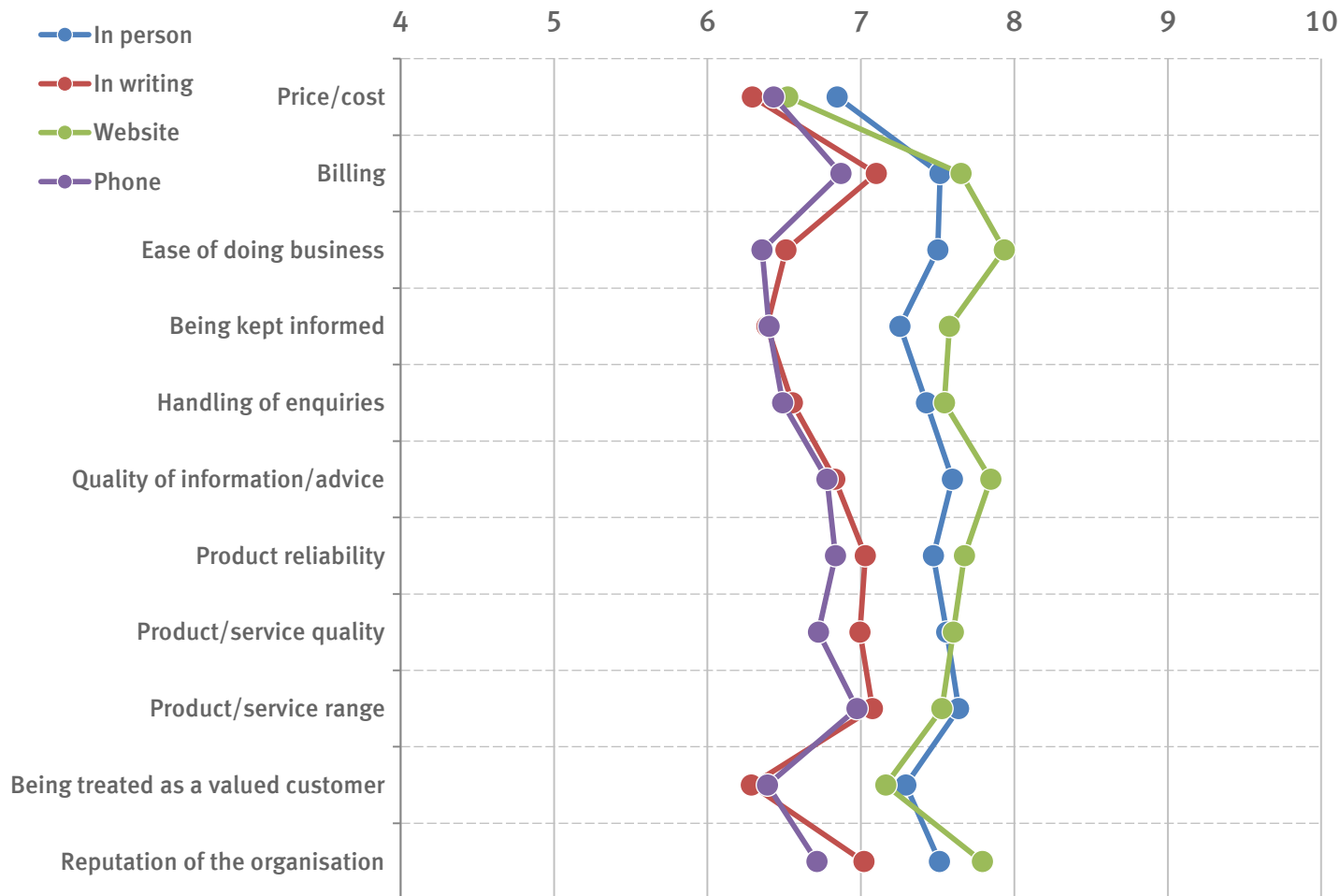
## Satisfaction by channel

- The most frequently used channel by customers is 'in person' (62% of customer interactions); the least used is 'in writing' (10% of interactions each)
- The channel with the highest satisfaction in this sector is 'website' which has a score of 76, compared with the UKCSI overall of 79
- The channel with the lowest satisfaction in this sector is 'phone' which has a score of 65 compared with the UKCSI overall of 74



The proportion of customers using each channel for their interaction, for this sector

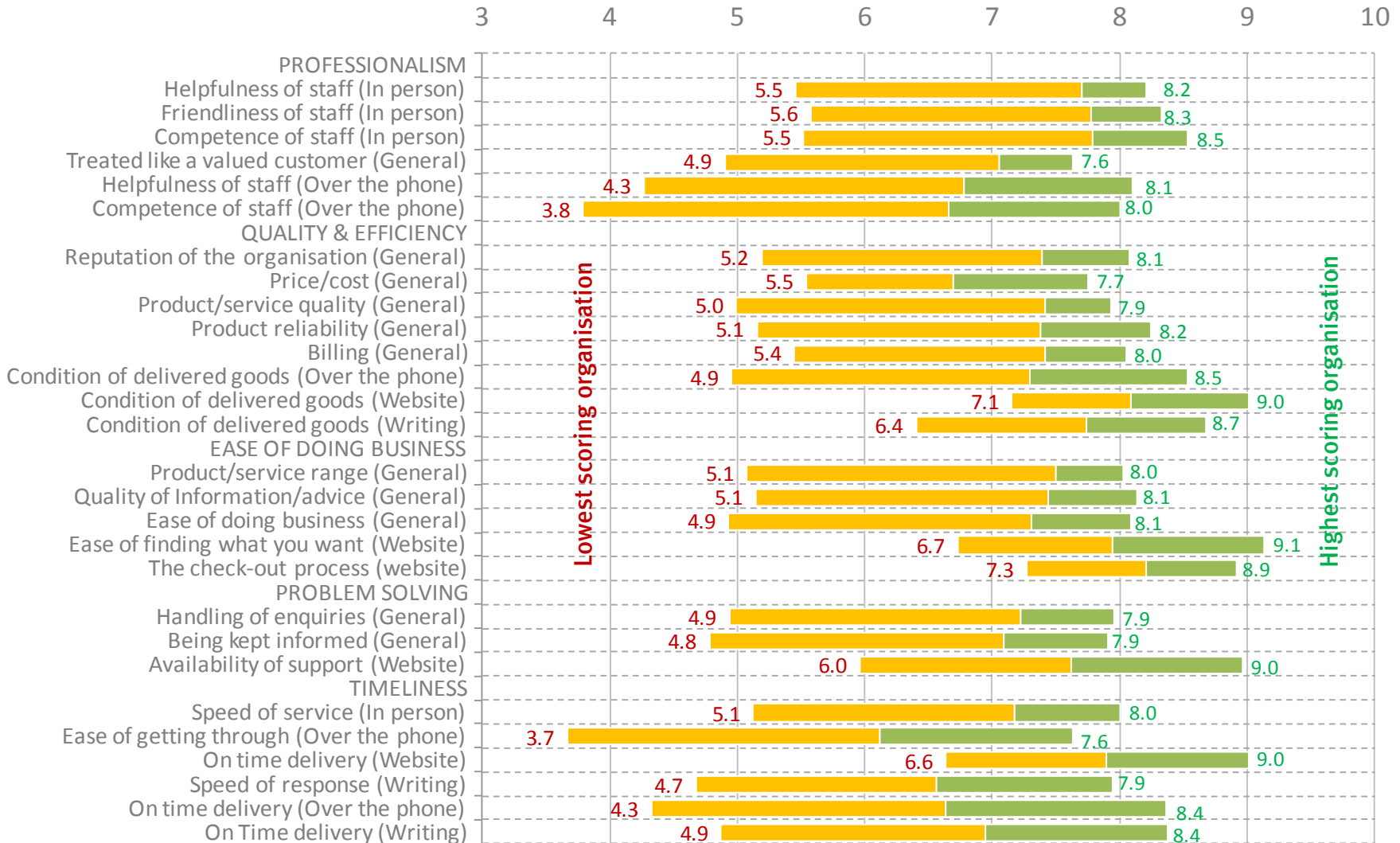
Variation in performance across channels



- For most priorities there is higher satisfaction through the web channel

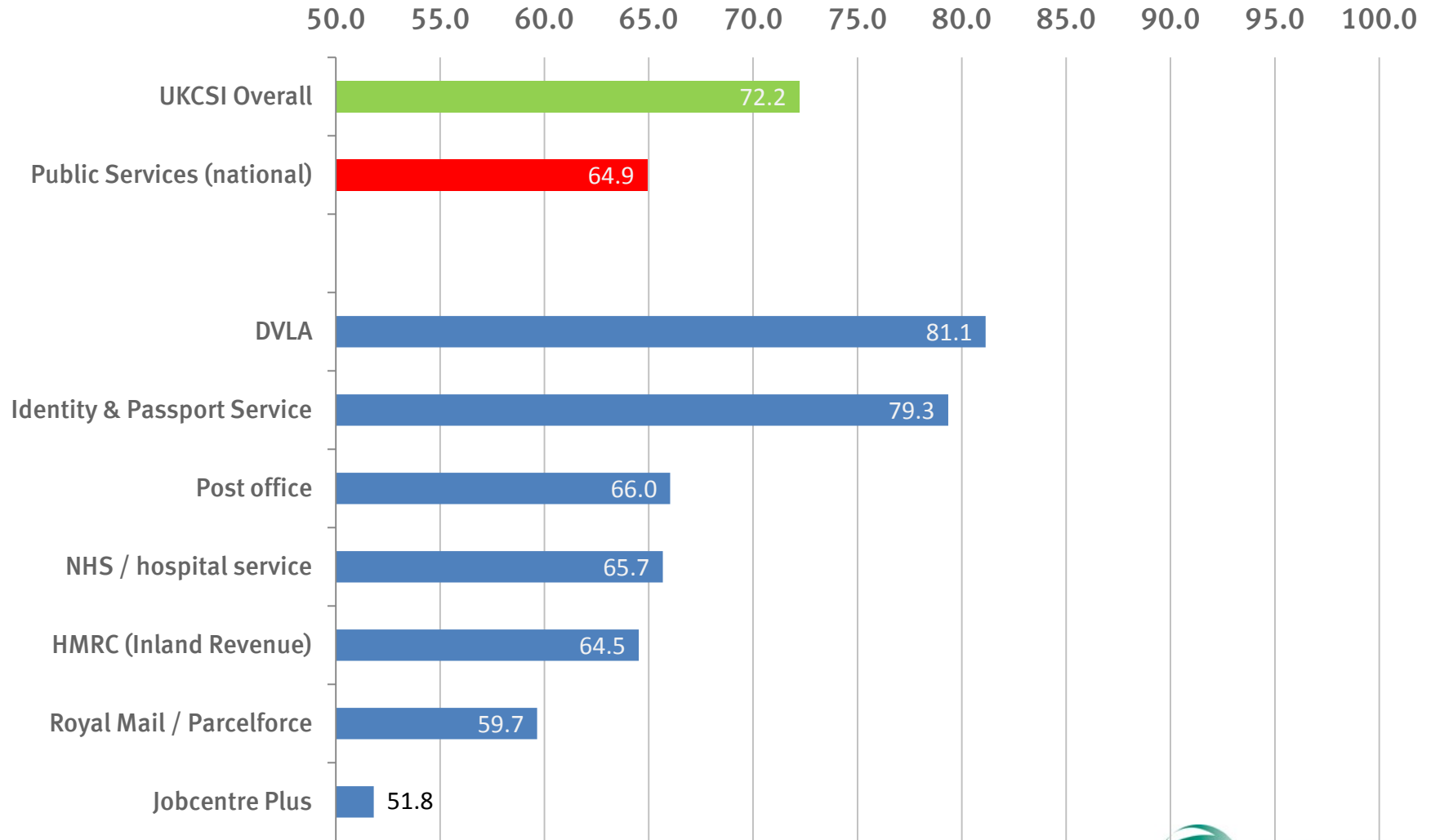
- There is a higher degree of variation in customer priority scores by web, writing and phone, compared to in person

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.



## Q4 Have you had a problem

Yes	17.5%
No	82.5%

## Q5 What was the nature of your problem?

Quality or reliability of goods/services	26.0%
Staff attitude	37.2%
Staff competence	36.9%
Late delivery or slow service	38.3%
Suitability of goods/services (e.g. didn't do what you expected)	16.6%
Cost	9.1%
Availability of goods/services (e.g. couldn't find what you wanted)	12.2%
Other	15.3%
XX not keeping its promises and commitments	14.2%

## Q6 How annoyed did this problem make you feel?

1 (slightly annoyed)	0.6%
2	1.3%
3	2.0%
4	2.0%
5	4.7%
6	5.7%
7	8.7%
8	12.3%
9	15.8%
10 (very annoyed)	46.8%

## Q7 Did you tell anyone at XX?

Yes	71.8%
No	28.2%

## Q8 Why not

Didn't think it would make any difference	52.8%
Didn't have time	20.6%
The complaints process is too much hassle	25.1%
Didn't know who to complain to	15.6%
Don't like complaining	12.6%
Other	14.6%
Didn't know how to	13.6%

## Q9 How did you contact XX?

Telephone	52.4%
Face to face	40.3%
Email	23.9%
Post	15.8%
Fax	4.7%
Text/SMS	2.4%
Other	2.2%

## Q9 Preferred method to contact them

Telephone	35.2%
Face to face	34.8%
Email	22.1%
Post	4.9%
Text/SMS	1.6%
Other	1.4%
Fax	0.0%

## Q9 How did they contact you?

Telephone	33.6%
Face to face	26.1%
Email	20.8%
Post	29.6%
Other	12.6%
Fax	4.0%
Text/SMS	3.0%

## Q9 Preferred method

Telephone	37.4%
Email	23.3%
Face to face	26.3%
Post	10.7%
Text/SMS	1.0%
Other	1.2%
Fax	0.2%

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

Seemed uninterested	41.7%
Apologised	26.3%
Listened carefully/wanted to fully understand the problem	16.8%
Made excuses	32.0%
Dealt with it immediately	14.2%
Told you what would happen next	22.7%
Were sympathetic	17.2%
Dismissed it	24.3%
Passed you on to someone else	27.7%
Took responsibility	9.7%
Told you how long it would take to resolve	13.2%
Acknowledged your complaint in writing	16.4%

## Q11 Did you have to escalate your complaint?

Yes	34.2%
No	65.8%

## Q12 Who to?

Supervisor	54.9%
Head office	31.2%
External (e.g. Ombudsman/Media/MP/Citizens Advice)	13.9%

## Q13 How long did it take to resolve your problem?

Immediately	9.9%
Within 24 hours	14.6%
2-3 days	8.1%
4-7 days	4.9%
1-2 weeks	8.5%
3-4 weeks	8.7%
Over 1 month	8.1%
Still unresolved	37.2%
N/A	

## Q13 How long should it have taken?

Immediately	27.7%
Within 24 hours	22.7%
2-3 days	16.0%
4-7 days	9.3%
1-2 weeks	7.5%
3-4 weeks	3.4%
Over 1 month	2.0%
Still unresolved	11.5%
N/A	

### Q14 Satisfaction

#### The final outcome of your complaint

1 (exceptionally dissatisfied)	27.2%
2	6.0%
3	7.8%
4	6.5%
5	10.6%
6	6.0%
7	7.8%
8	9.7%
9	5.5%
10 (exceptionally satisfied)	12.9%

#### The way XX handled your complaint

1 (exceptionally dissatisfied)	25.6%
2	9.3%
3	9.1%
4	7.8%
5	8.7%
6	7.0%
7	7.2%
8	8.2%
9	6.3%
10 (exceptionally satisfied)	10.8%

#### Staff understanding the issue

1 (exceptionally dissatisfied)	25.8%
2	10.0%
3	10.0%
4	6.5%
5	7.6%
6	7.0%
7	9.0%
8	6.5%
9	7.4%
10 (exceptionally satisfied)	10.2%

### Staff doing what they say they will do

1 (exceptionally dissatisfied)	24.9%
2	7.8%
3	11.8%
4	5.9%
5	7.2%
6	6.1%
7	8.4%
8	8.4%
9	8.4%
10 (exceptionally satisfied)	11.0%

### The attitude of staff

1 (exceptionally dissatisfied)	25.6%
2	7.5%
3	9.1%
4	8.1%
5	7.5%
6	6.9%
7	8.3%
8	9.1%
9	6.0%
10 (exceptionally satisfied)	11.9%

### Speed of resolving your complaint

1 (exceptionally dissatisfied)	30.7%
2	7.0%
3	8.9%
4	7.4%
5	9.5%
6	4.7%
7	7.4%
8	6.3%
9	10.1%
10 (exceptionally satisfied)	8.0%

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

Yes	22.3%
No	46.6%
NA - still unresolved	31.0%

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

Yes	50.2%
No	49.8%

### Q17 What was the nature of this contact?

Face to face	67.0%
Telephone	10.0%
Letter or email	16.2%
Other	6.9%

### Q19 Did you talk to anyone else about this experience?

Complaint	
Yes	75.6%
No	24.4%
Other contact	
Yes	35.7%
No	64.3%

## Q20 How many?

## Complaint

1	22.0%
2	21.1%
3	20.7%
More than 3	36.2%

## Other contact

1	26.9%
2	25.3%
3	16.0%
More than 3	31.8%

## Q21 Was what you said

## Complaint

Positive	21.6%
A mixture of the two	15.9%
Negative	62.5%

## Other contact

Positive	65.6%
A mixture of the two	20.2%
Negative	14.2%