

CUSTOMER FEEDBACK REPORT

2019-2020



fee

TOTAL INBOUND CONTACT



206,494



CALLS TAKEN
FACILITIES MANAGEMENT AND
CUSTOMER SUPPORT CENTRE



143,940

**EMAILS RECEIVED BY
OUR CUSTOMER SUPPORT
CENTRE**



23,379

**WEBFORMS SENT TO OUR
FACILITIES MANAGEMENT
HELPDESK**



39,175

**CUSTOMER SATISFACTION
SCORE**



8.07
out of **10**
(up from 7.5 FY18/19)

**CUSTOMER QUERIES
RESOLVED**



4,221

**REACTIVE JOBS
DELIVERED**



153,210

**CASES RESOLVED IN 10
DAYS OR LESS**



94%

**CUSTOMER COMPLAINTS
RECEIVED**



**4% of all
customers**

CONTENTS

SUMMARY	4
CUSTOMER FEEDBACK REPORT FOREWORD	6
INTRODUCTION	8
OUR CUSTOMERS	10
CAPTURING CUSTOMER FEEDBACK AT NHS PROPERTY SERVICES	11
CUSTOMERS' VIEWS ON NHSPS	12
2019/20 HOW DID WE PERFORM	14
HELPDESKS	16
RESOLVING CUSTOMER QUERIES	18
FACILITIES MANAGEMENT JOBS	20
COMPLAINTS	21
PROJECT DELIVERY FEEDBACK	22
LEARNING FROM FEEDBACK	24
HOW TO GIVE FEEDBACK	26
HOW TO COMPLAIN	26
HOW WILL WE HANDLE COMPLAINTS	27
RESOLVING COMPLAINTS	27

SUMMARY



NHS Property Services (NHSPS) Customer Feedback Report summarises the feedback we have received in 2019/20.

Overall, it was a good year for improving customer service at NHSPS as we saw increased scores from customers, from our largest ever survey response rate.

KEY HIGHLIGHTS OF THE YEAR ARE:

In 2019/20, **NHSPS achieved 8.07 customer satisfaction score** from over 4300 survey responses. 94 percent of queries our resolved in 10 days or less.

High-performing areas include how our helpdesks handle customer calls

as well as our project work, in particular projects involving the office estate and portfolio optimisation work.

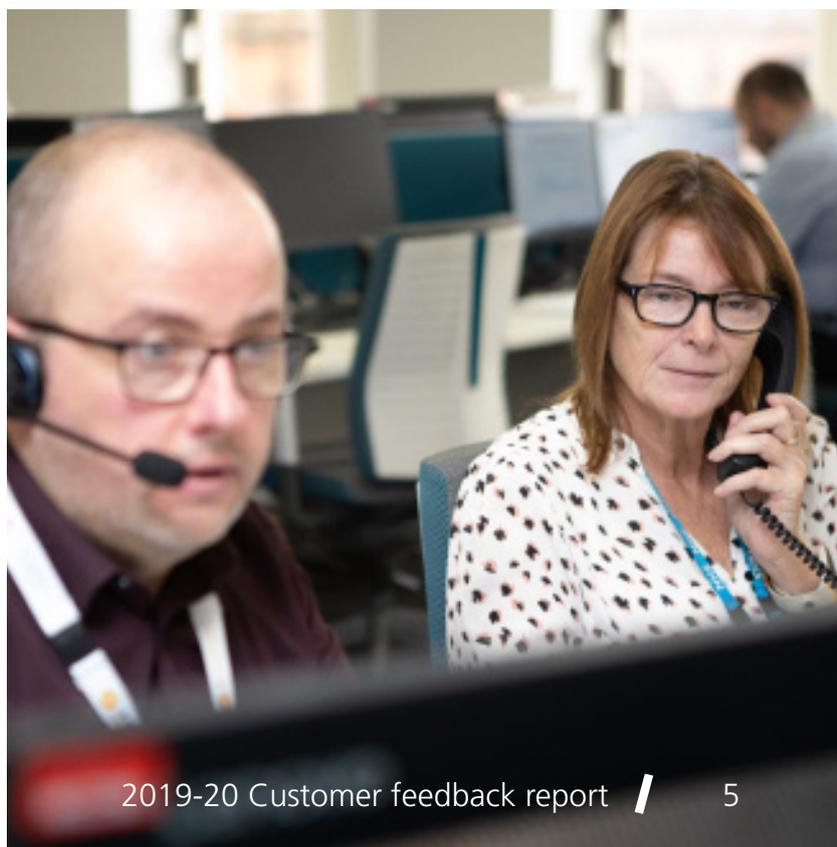
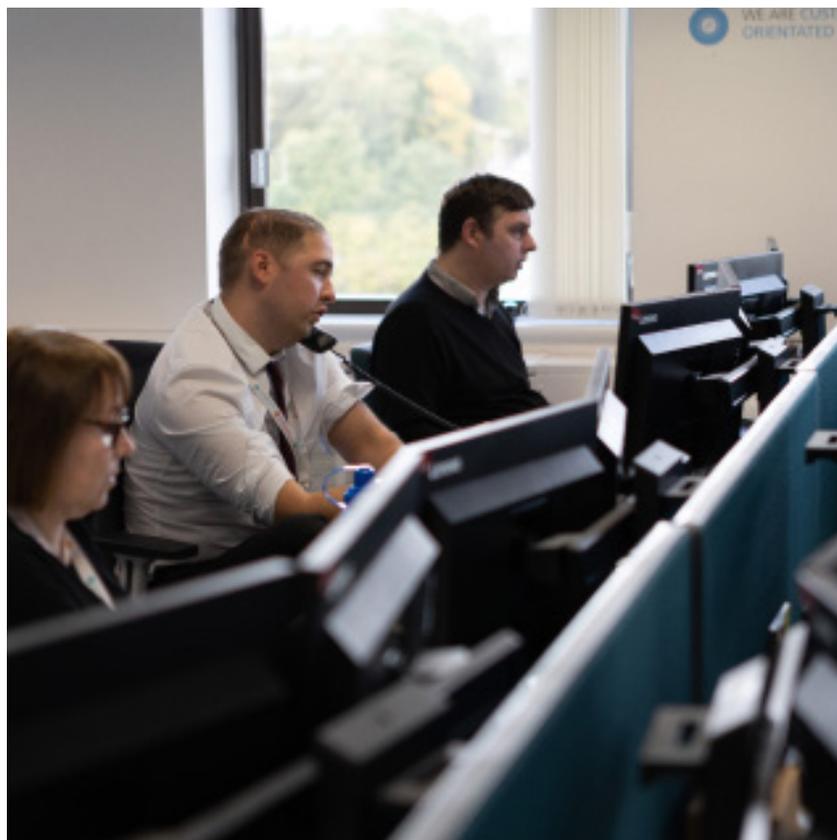
Areas for improvement include how we resolve customer queries, NHS Open Space and closing complaints.

In 2019/20, **NHSPS joined the Institute of Customer Service**, the independent professional membership body for customer service, **committing to their principles and priorities for advancing our customer service delivery.**

Through gathering feedback, we've been able to **learn more from our customers** and **introduce improvements** to how we operate, such as introducing a Customer Support Centre or flexible space booking options.

Introduced a number of **new initiatives to become more 'customer centric'** including a Customer Committee, Customer Experience Group, Customer Owners and more. We're also planning to **launch a Customer Panel and Customer Portal.**

We're **committed to improving** how NHS colleagues experience our organisation and **welcome any feedback** – big or small – to help us improve what we do. You can find out how to get in touch at the back of this report.



FOREWORD



Jane Kennedy
Non-Executive Director
NHS Property Services

Welcome to NHS Property Services' (NHSPS) Customer Feedback Report for 2019/20. I'm delighted to be able to share this feedback openly - the first time the organisation has published this information – in my role as chair of NHSPS' Customer Committee.

Listening to, understanding and acting on feedback from customers is central to improving the experience customers receive when working with our organisation. Over the past few years, NHSPS has increasingly embedded capturing and responding to customers' views as a core part of how we operate. This has firstly allowed us to examine the root cause of the issues we know customers have faced. It's also allowed us to deliver improvements based on what you have told us works, such as a flexible room booking service (NHS Open Space), a single point of entry (the Customer Support Centre) or helping with underutilised space (Vacant Space Handback Scheme).

NHSPS has done this through a number of new initiatives which have moved the organisation closer to becoming truly 'customer centric' and focused on providing services that our NHS colleagues need to enable excellent

patient care. In just the last few years, NHSPS has:

- Introduced a Customer Committee as a key part of our governance structure, specifically focused on customers' issues and experiences of NHSPS and hearing directly from customers with senior leaders.
- Introduced a Customer Experience Group to drive service levels in day to day operations, so customers have a better, smoother experience with NHSPS.
- Heard from customers directly at multiple opportunities, including our annual staff conference, through our feedback programme, in our governance, receiving feedback on new services.
- Grown our feedback programme measuring customer satisfaction, from just 25 pieces of feedback in 2015/16 to now over 4300 pieces and increased the score from under 4 to 8.07 at the end of FY19/20.
- Introduced 'Customer Owners' giving each customer a named contact, to drive accountability and service levels.

Looking ahead, there's more we need to do to deliver on our new strategy to support the NHS. We plan to launch our

new 'Customer Portal' to help customers self-serve across a range of business items, such as raising a FM job or viewing up to date occupancy and property information; we will establish a Customer Panel to give customers a direct voice on our services; and we will listen more to patients and the community, to make sure we're delivering relevant services.

There is still plenty to do to reach the level of service we want to achieve. Customers' voices will play a central part in how NHS Property Services delivers more in the future. I hope you find this report informative and helpful. Please do continue to give us your valuable feedback.

INTRODUCTION



Deborah Prince

Director of Customer Services,
Marketing and Communications
NHS Property Services

Welcome to NHS Property Services' annual customer feedback report. I'm pleased to be able to share this feedback which details important information about the experiences our customers have received during 2019/20.

NHS Property Services is committed to supporting the NHS and the delivery of the long term plan. Patients' experience of the NHS is informed by the care they receive and the dedicated people they encounter as part of the NHS. It's also informed by the places where services are delivered and the safe, sustainable environments that NHS Property Services is responsible for. Our customers and their communities operate from over 3000 NHS Property Services buildings across the country, serving 12 percent of the primary care estate.

To help improve how we deliver our services, we track and measure inbound contact such as requests and queries, complaints and compliments, as well as how we deliver in key projects. Doing this allows us to continuously look at how we can improve our services and there are many examples of where

customers have given us feedback and we have been able to act upon this in the section titled 'learning from feedback'.

Our customers tell us about our people delivering day-in-day-out, as well as stories of people going above and beyond, especially in recent circumstances. We have kick started a national campaign to recognise work of many of the 'hidden heroes' across the whole of the NHS. They are often in behind-the-scenes roles, keeping services running so medical staff can do their job.

We also know that things don't always go right and I'm keen to hear more about these instances so we can make our services better. Knowing how our customers experience services helps us to address underlying issues. Not every issue is a complaint but this is an important recourse in some cases. It's an easy process to complain to us using our online form and we take every case seriously.

At the heart of all of this are the Customer Support team, who are able to help you find the information you need and the FM helpdesk who manage thousands of jobs every week up and

down the country. As well as this, we have a dedicated Customer Insight team who are responsible for the management, facilitation and collation of all customer feedback received by NHS Property Services, all working to drive forward improvements across the customer experience.

NHSPS has come a long way since our beginnings as an organisation and our improved customer satisfaction score shows this. However, we know there is still so much more to do to get to where our customers and we want to be. Your feedback is vital to help shape how we deliver services, both now and in the future and so I can only encourage you to get in touch if you have something to share - Customer Support Centre on 0800 085 3015 or customer.service@property.nhs.uk.



OUR CUSTOMERS

NHSPS has a diverse range of customers from across the NHS, wider health and public sector, delivering clinical and non-clinical services in our 3000 buildings.



GP Group
1093 [52%]



Clinical Commissioning Group (CCG)
211 [10%]



Foundation Trust
125 [6%]



Third Sector
127 [6%]



Private Provider
89 [4%]



Pharmacy
87 [4%]



Dental
78 [4%]



NHS Trust
77 [4%]



Local Authority
68 [3%]

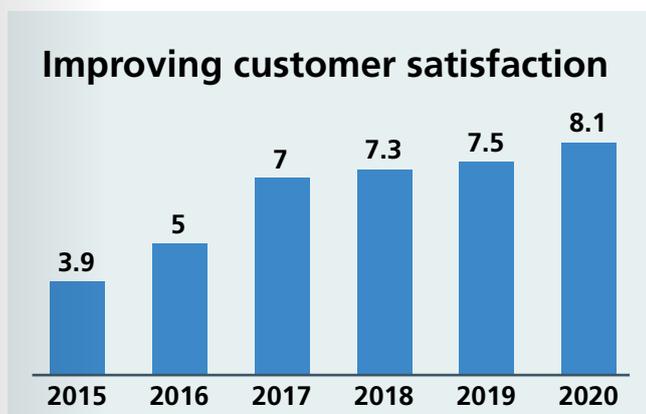


Other
125 [7%]

CAPTURING CUSTOMER FEEDBACK AT NHS PROPERTY SERVICES

NHS Property Services (NHSPS) introduced its customer satisfaction (CSAT) programme in 2015 to capture, measure and listen to customers' feedback. Since then we have focused on building the feedback programme to reach more customers as well as on increasing our score through better service delivery.

Back in 2015, we started out with an average score of just 3.9 (out of a possible 10) gathered from 25 surveys. At the end of 2019/20, we have achieved a score of 8.07 from 4380 surveys – a substantial increase in both figures



Customer feedback is increasingly embedded in everything we do across our services, processes and delivery.

- The **Customer Satisfaction programme** is embedded across nine touchpoints, providing direct customer feedback about their experience of NHSPS.
- Our **'Customer Committee'** brings together customers, Non-Executive Directors, Executive Directors and key service delivery leads to review, scrutinise and evaluate how we can best serve customers.
- New for 2020/21 is the **Customer Experience Group**, specifically tasked with addressing the overall experience customers receive when engaging with NHSPS and addressing areas of poor performance.



TRANSPARENT REPORTING

We are committed to increased levels of open, transparent reporting so we can be honest about how we are getting on. This report summarises the figures for 2019/20 and further information is available – please contact our Customer Support Centre on 0800 085 3015 or customer.service@property.nhs.uk.

CUSTOMERS' VIEWS ON NHSPS

In addition to constantly measuring customer satisfaction across services as and when they happen, we supplement these findings with in-depth feedback throughout the year.

In early 2020, we commissioned an outside agency to interview a number of representative customers, giving anonymous feedback on their interactions and perceptions of NHSPS. We're grateful to those who took part in this in-depth study and share a summary of the findings below.

These findings have directly fed into the creation of our new corporate strategy for FY20/21 - we will put patients at the core of everything we do, helping the NHS deliver excellent patient care.

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OVERALL FINDINGS

Across the feedback, there was a sense of **overall improvement** throughout NHSPS. Customers noted in particular that they appreciated the **new energy** and drive of a new senior management team and **improved willingness to engage at local level**. However, there are still many challenges faced by customers in delivery and engagement which are outlined here.



SPECIFIC FINDINGS

The findings can be broadly summarised in to the three areas:

1 Delivery

- Customers appreciate NHSPS is more open and willing to talk through property billing processes (our Annual Charging Schedule – ACS – check in/check out process is central to this). Progress has been recognised but customers still face issues with transparency and legacy issues.
- Historic inconsistencies and inaccurate data continue to hold up progress in some areas.
- Customer satisfaction has improved as teams have been more involved and given more resources, coupled with lower turnover which has led to greater understanding. There is still variable work across the country.
- Customers reported a varied experience with central and local teams at NHSPS and some frustration at positive meetings with NHSPS which were not then able to be implemented.

2 Engagement

- Consistency of relationships and therefore engagement and trust were a common theme.
- Historically, staff turnover has caused an inability to properly engage with NHSPS. It was noted this has improved more recently but must continue to develop.
- Many customers reported that they felt the good relationships they had might be an outlier and that relationships vary customer to customer.

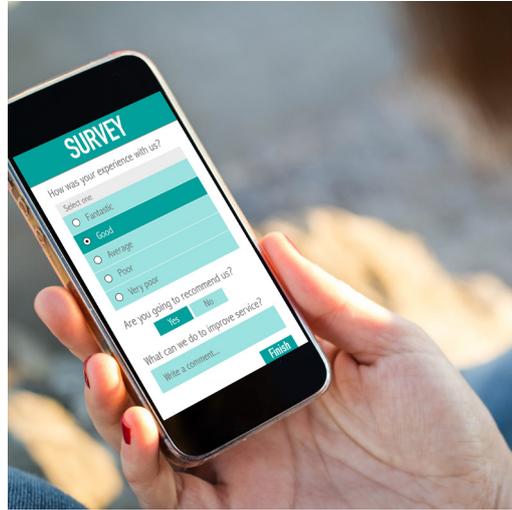
3 Defining role and purpose

- Many customers appreciate the private sector experience and wider property expertise that many of our staff have.
- However, the key finding here was that NHSPS could be more closely aligned with the NHS' mission and purpose, focusing on patients and delivery for the long-term.
- In addition, many customers stated that they did not understand all of NHSPS' capability and want to understand more about the services offered.



**2019/20
HOW
DID WE
PERFORM**





We measure customer satisfaction by surveying our customers at the point they contact us, when their query is resolved and/or if they complain. We also ask for their feedback if they use one of our services such as our NHS Open Space programme or construction services. All of our surveys are conducted by e-mail, however we are reviewing this in 2020/21 to increase the methods we use to collate feedback.

This year we have received a total of 4,380 surveys across all our customer touchpoints, almost double the 2,238 we received last year.

- OUR SURVEYS:**
- Helpdesks (Customer Support and FM Helpdesk)
 - Resolving customer queries
 - Facilities Management jobs
 - Complaints
 - Construction
 - National Office Programme
 - Portfolio Optimisation
 - NHS Open Space

8.07
CSAT

Our customer satisfaction score (CSAT) is calculated by taking an average from across our nine surveys. Overall, we increased our CSAT from 7.5 in 2018/19 to 8.07 in 2019/20. This was driven predominantly by five out of the seven touchpoints improving their CSAT and the addition of two new programmes - the National Office Programme and Portfolio Optimisation Team - which have relatively high scores.



HELPDESKS



Our helpdesks take hundreds of thousands of call per year, helping our NHS customers, patients and the community to use our services. Our dedicated teams are focused on resolving queries as comprehensively and quickly as possible.

We have two helpdesks our customers can contact:

Customer Support Centre

The customer support centre (CSC) provides a single, centralised point for customer requests (e.g. request for invoice documents), incidents (e.g. querying charge on a lease) and complaints.

Facilities Management Helpdesk

The Facilities Management (FM) Helpdesk provides a single point for all customers to report emergency and non-urgent facilities issues and faults impacting their building 24 hours a day, 365 days a year.

The helpdesks have handled a combined **144,000 calls**, answering four in five of those calls within 20 seconds. Our call handlers have received 1,303 pieces of feedback, a significant increase on the 722 received in 2018/19. Our CSAT has also improved from 8.3 to 8.6, and of the 545 comments that were left by customers, over half were complimenting our people, the general service and swift resolution of issues.

CUSTOMER SUPPORT CENTRE

Customer Support Centre (open 24/7) which should be the first port of call for any queries or to notify us of any changes.

 0800 085 3015

 customer.service@property.nhs.uk

FACILITIES MANAGEMENT HELPDESK

Facilities Management Helpdesk (open 24/7) offering help with all FM service matters.

To log an urgent job which requires immediate resolution at any time of the day, please call the FM Helpdesk on:

 0808 196 2045 (freephone)

To report a non-urgent or routine FM issue, please fill out our form:

 <https://www.property.nhs.uk/newrequest>

“The team was very supportive, efficient and reliable. They called me back to check if the matter was resolved. So good to know that there are committed and reliable individuals at the other end of the phone.”

“I am very impressed with the help I received from customer service. The follow up of my issue with room booking was excellent I received an email immediately to confirm that the issue had been referred the appropriate person. Then within 24 hours I received an email from that person giving me help with a solution. I won't hesitate to contact customer service in the future.”

“I was very impressed that the lady on the telephone (Nicola) asked if any person in the office suffered with epilepsy due to the fact that I was calling because of a flickering light. As someone who suffers from epilepsy, I was most impressed.”

RESOLVING CUSTOMER QUERIES



We encourage customers to raise a query with us so we can more effectively manage your case. When this happens, we assign a case owner and can measure how long we take to get back to you with a resolution.

This year our case owners have **resolved 4,221 cases** which is an increase of 14 percent year-on-year. Despite the increase in volume our average turnaround has reduced significantly from **35 to just 10 days**, with 94 percent of cases either resolved or an action plan agreed in our **10-day service level agreement (SLA)**.

Overall, our case handlers received 376 pieces of feedback, a third more than received last year. Our CSAT has increased from 5.8 to 6.6 and our customers left 236 comments, with 86 of those compliments referring to the service we provided and our case managers.

HOW WE'RE IMPROVING

However, there are areas for improvement to make to consistently deliver an excellent service. Comments mention jobs/cases being closed when the customer believes it is still open, which we will be a focus over the next year. For example, we will be making changes to our job closure process in 2020/21 so that rather than confirming a case is closed we will give the customer the opportunity to let us know if they are in agreement, if not we will proactively check why there is a discrepancy.



“ Adele and Jane have provided a more than outstanding service - they have been tenacious throughout their dealings and have kept us informed with regular updates. There will be people in the community who are unaware of what these two women have achieved but they will reap the benefits of their endeavours to provide a safe and secure environment for people in our village. I will be reporting their achievements to the PACT meeting in March. Thank you. ”

“ The lady that dealt with my query was amazing. She was extremely polite and knowledgeable and although she was unable to instantly help me with my request due to an issue with the system, she told me she would resolve the issue and email me instead. She fulfilled her promise and everything I needed was emailed to me. ”



Average case time
10 days, down from
35 days



4,221
queries resolved



94% queries
resolved in
10 days or less

FACILITIES MANAGEMENT JOBS

We managed 153,000 reactive facilities management (FM) jobs in 2019/20. We survey our customers at the point that a job is closed, this year we received 2,548 responses, more than double the responses we received last year. Overall, our FM CSAT has improved from 6.4 last year to 7.3 this year. Our CSAT was highest for our priority FM jobs (Priority 1 and Priority 2) at 7.7. These are emergency and urgent jobs and therefore vital that we get these right.

We received 1,447 comments with 482 compliments mentioning our people:

“Rob who undertook the work did so in a respectful manner so not to disrupt too much, he communicated and ensured we were happy with placement of sockets before proceeding with work, he also cleared up his mess.”

However, as with resolving queries we have seen comments mentioning work orders being closed when the customer does not consider it to be resolved, and we will strive to improve on this over the next year.



COMPLAINTS

WHAT IS A COMPLAINT?

We classify contact as a 'complaint' in relation to any issue if a customer uses an expression of dissatisfaction, such as 'I'm not happy' or 'I'm tired of ...' or 'I want to make a complaint'.

We endeavour to make it easy for customers that are unhappy with our services to be able to complain, and they can do so via the Customer Support Centre, via their local contact or using our website.

Complaints are owned by a member of the complaints team who will manage the case to conclusion within a 20-day SLA.

COMPLAINTS PERFORMANCE

We saw a significant drop in complaint volumes from 698 in 2018/19 to 463 in 2019/20 which has been driven by reductions in the number of car parking and payment complaints year on year. We have resolved 98% of complaints within our SLA of 20 days.

This year we received 48 responses and our

CSAT is 6.5 which has dropped year on year. That is because the car parking complaints we received last year had a high CSAT, however this year we have reduced the number of those complaints and they account for a smaller proportion of feedback. If we excluded car parking complaints our CSAT would have increased year on year. Out of 25 comments we received 10 compliments praising the service they received:

“Extremely impressed with the level of service I received - thank you.”

“Very helpful and courteous whilst dealing with my complaint.”

Complaints by subject (top 10 reasons)





PROJECT DELIVERY FEEDBACK

We also ask our customer how we perform during projects across construction, portfolio optimisation, our national office programme and NHS Open Space.

NHS Open Space

NHS Property Services is pioneering an exciting new service to allow customers to use space in a much more cost-effective way.

NHS Open Space allows customers to hire both clinical and non-clinical space as and when they need it, on an hourly or daily basis. This provides greater flexibility and choice, while making much more efficient use of the estate and minimising vacant or underused space.

For our customers, this gives affordable,

accessible and flexible space.

We only received 41 surveys back from customers however we are reviewing our survey process and hope to increase our feedback, especially as we expand the number of rooms/properties.

Our CSAT score is currently at 6.1 and customer feedback mentions our booking system needing some improvements, however we are planning on upgrading the system this year which should help mediate most of those issues.

6.1
CSAT

National Office Programme

The National Office Programme reviews all opportunities related to offices, including options appraisals to support decision making around lease events (breaks and expiries), enabling disposals and portfolio reviews to identify opportunities for

consolidation and rationalisation. The programme supports the NHS Property Services office portfolio, the Department of Health and Social Care office portfolio, as well as supporting the wider NHS office estate.

8.4
CSAT

Construction

NHS Property Services' capital projects are designed to bring wide-ranging benefits for our customers and patients. From flagship schemes such as new hospitals and health centres to refurbishments and upgrades, we work with customers across England to provide improved and affordable healthcare locations, aligned to evolving clinical service and local health economy needs.

We have received 31 responses however we are reviewing how we increase response rates and also gaining more in-depth feedback through conducting telephone surveys.

Our CSAT score has improved slightly from 7.6 in 18/19 to 7.8 in 2019/20.

We received some great feedback from

our customers and want to consistently provide this experience:

“The contractors used for this project were exceptional. They were professional at all times, worked to a high standard and displayed leadership which made the project the success that it was.”

“The (PJE) Foreman was excellent and provided weekly progress reports which enabled us to manage services at an operational level.”

“NHSPS lead Peter Todd was very good in getting the project moved on and supporting the timescales of the building work. Chris Oldcorn was also very helpful and organised in arranging the NHSPS elements on site. The project went smoothly and well.”

7.8
CSAT

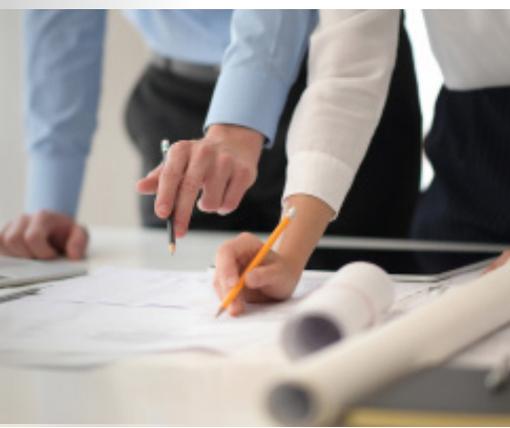
Portfolio Optimisation

The Portfolio Optimisation function's core objective is to work with commissioners, and other local stakeholders, to develop solutions that encourage more effective delivery of NHS services - through property consolidation, enabling disposals, driving value from lease events and where relevant

the “right-sizing” of new developments.

We have only received 10 pieces of feedback for both the National Office Programme and Portfolio Optimisation team due to these being relatively new sources of feedback.

9.8
CSAT





LEARNING FROM FEEDBACK



Simply put, we gather customer feedback so we can get better at what we do:



Shows trends



Helps managers to manage the output and quality of their team



Analyses root cause of issues to help put in place better processes



Innovate to deliver new or improved services

EXAMPLES INCLUDE:



Introduction of a single point of contact '**Customer Support Centre**'



Responding to customers requests for space such as through the creation of the **Vacant Space Handbook Scheme** or flexible, bookable space in **NHS Open Space**



Hot topics that customers want to know more about e.g. the '**Occupier Handbook**' '**Guide to Billing**' etc.



The Institute of Customer Service is the independent, professional membership body for customer service and we recently became members, committing to their principles and promises. As members we will benefit from access to their research, training, accreditation, and networking and knowledge sharing platform.

In 2020/21 they will be conducting an independent survey of our customers to check how happy they are with the services we provide and their general perception of us. We'll be working with the Institute closely on how we improve and develop services in the future.

HOW TO GIVE FEEDBACK

It couldn't be easier to give us feedback and we encourage you to let us know how we're getting on.



0800 085 3015

Monday - Friday, 08:00 - 18:00



customer.service@property.nhs.uk



Or speak to your local contact who will be happy to help.



HOW TO COMPLAIN

We aim to provide the best possible service at all times but occasionally things do go wrong. When this happens, we will do our best to put them right. If you are unhappy with our services or our facilities, we encourage you to contact us as soon as possible so that we can take action.

You can alert us to a complaint by contacting us in the following ways:



0800 085 3015

Monday - Friday, 08:00 - 18:00



customer.service@property.nhs.uk



Customer Services, NHS Property Services,
Houghton Primary Care Centre, Brinkburn
Crescent, Houghton le Spring, DH4 5GU



Alternatively, you can tell any member of our staff about your complaint.

HOW WE WILL HANDLE COMPLAINTS

When customers complain, we take what they say seriously. Your feedback provides a valuable opportunity for us to improve the quality of the services we provide you.

Our complaints procedure applies to any form of complaint received by any member of staff.



Once received, your complaint will be acknowledged in writing within two days.



Your complaint will be managed from start to finish by a single member of staff within our complaints team, who will provide you with regular progress updates.



We aim to resolve all complaints within 20 working days. We will always aim to respond as early as possible if our investigation is complete before this.



If we think it will take a little longer, we will keep you informed about the reason for this and when you can expect a reply.

RESOLVING COMPLAINTS

In every case, we actively work to try to resolve things to your satisfaction. When we think we have a resolution to your complaint, you will receive a written response detailing our investigation into the issues raised, and any actions that are going to be taken as a result of the complaint.

If after you've received a response from us, you don't feel your complaint has been fully resolved, you can ask for it to be escalated to a manager – simply contact us using the customer services details.

