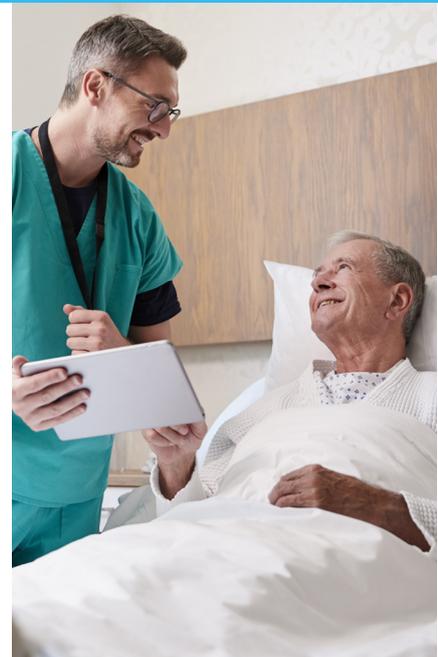


CUSTOMER FEEDBACK REPORT

2020/2021



KEY STATS



Inbound contacts
(all channels)

19/20

206,494

20/21

197,082



Calls taken

143,940

134,464



Emails received by the
Customer Support Centre

23,379

39,354



Online requests sent
to the FM Helpdesk*

39,175

23,264



Customer queries resolved

4,221

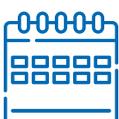
3,076



Reactive jobs delivered*

153,210

135,263



Cases resolved in
10 days or less

94%

100%



Work orders resolved
within their SLAs

60%

87%



Customer Satisfaction
(CSAT) Score

8.1/10

8.9/10



Survey responses

4,367

3,085

*As a result of COVID-19 we focused on higher priority maintenance issues in 2020/21, resulting in a drop in reactive jobs delivered and online requests.

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SUMMARY



We have come a long way since we launched our customer satisfaction programme back in 2015, when our score was 3.9/10 based on a handful of surveys. Over the past six years, we've enhanced our customer feedback strategy to gather data from more touchpoints and more customers, helping us to better understand our customers.

In 2020/21, we received over 3,000 responses to our surveys and achieved an overall customer satisfaction score of 8.9/10.

Customer feedback is essential for us to measure how we're performing and understand how we can improve your experience as a customer, so we'd like to extend a big thank you to everyone who took the time to complete our surveys.

Our customer satisfaction (CSAT) score is based on nine customer feedback areas, enabling us to capture any interactions we have with customers. Surveys are prompted:

- after a case, work order or complaint is closed,
- once a project (e.g., construction, National Office programme and Portfolio optimisation) is complete,
- when someone has used our one of our Open Space rooms or,
- when someone has called one of our helpdesks.



The Institute of Customer Service

MEMBER

This year, we also partnered with the Institute of Customer Service to help us gather feedback from a wider range of customers and we asked them to conduct their business benchmark survey with all of our customers in September 2020. We will continue to work with the Institute and regularly repeat the benchmark survey to help us to see how we're performing across different areas of the business. This will allow us to gain further insight into how we can improve our services to better support our customers.

Results showed that when we are surveying interactions that have been formally logged on our customer relationship management (CRM) system, customers rated us with an average score of 8.9/10. However, the business benchmark score was not as high at 5.1/10 and highlighted that some interactions, particularly those that are not logged in our CRM system, are not as highly rated.

In 2021/22, we will be repeating the Institute's survey to our customers more often so we can regularly review our progress in these interactions.

In addition, we've expanded our research portfolio to enable us to gather a wider range of customer feedback. This includes conducting qualitative interviews with senior stakeholders and launching our Customer Panel.

**We'd like to extend a big
thank you to everyone
who took the time
to complete our surveys**

INTRODUCTION



Deborah Prince

Director of Customer Services,
Marketing and Communications
NHS Property Services

I am delighted to share our 2020/21 annual customer feedback report with you, providing information and analysis about the experiences our customers have had with us over the past year. NHS Property Services (NHSPS) is committed to providing a positive experience for customers and patients, and feedback is essential to help us to improve what we do at every level of the organisation.

I think it's safe to say that 2020/21 was a year like no other, with the COVID-19 pandemic creating a challenging environment for all of us. It became more important than ever to listen to our customers and understand what we could do to ensure they were supported, so that they could continue to deliver excellent care to patients.

We adapted our corporate strategy to make sure customers and patients are at the heart of everything we do, supporting our efforts to become a truly customer-centric organisation. In addition to launching our Customer Charter, we also refreshed our customer feedback approach, expanding the number of touchpoints where we capture feedback and updating our surveys to gather more data. This has allowed us to dig deeper into what makes a great experience for our customers and make

changes in year to address the root causes of common customer complaints.

We've had some incredible positive comments from customers about how NHSPS colleagues have gone above and beyond to help them during this past year, and we're pleased that we've continued to maintain strong customer satisfaction (CSAT) scores and complaint resolutions. However, we recognise that we're still very much on the journey to becoming truly customer centric.

In 2020/21, we worked with the Institute of Customer Service to survey our customers on a much wider basis to get a better understanding of how our customers view us. It was clear from the results that there is still work to be done to address key issues, including ensuring that cases are logged properly, and customers are kept updated about case progress. It also highlighted that more work is needed to embed a customer-centric mindset across the whole organisation and make support and training on customer experience more widely available. This will be a key focus for us in the year ahead.

The launch of our Customer Panel marks the next phase of our customer engagement strategy and will be a vital tool for us to gather more direct feedback and work with customers to shape the future of NHSPS. This includes the development of a new customer

portal, understanding how we can support and work with Integrated Care Systems (ICs) and developing more insight into patient impact.

Feedback really is critical to helping us to ensure that we meet the needs of our customers and I encourage you to reach out to our Customer Support Centre on 0800 085 3015 or customer.service@property.nhs.uk if you have something to share with us, whether it's a suggestion, a compliment or a complaint. All of your feedback is important and will help us to support you and the healthcare system.

A handwritten signature in black ink that reads "D. Prince". The letter "D" is enclosed in a circle.

Deborah Prince

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 3,000 buildings.



GP Group
1281 [52%]



Third Sector
173 [7%]



Foundation Trust
151 [6%]



Private Provider
126 [5%]



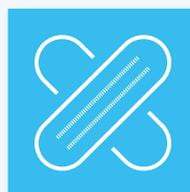
Clinical Commissioning Group (CCG)
106 [4%]



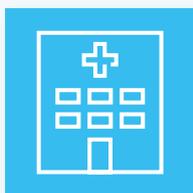
Dental
103 [4%]



Local Authority
102 [4%]



Pharmacy
93 [4%]



NHS Trust
80 [3%]



Other
243 [10%]

**Figures correct as at May 2021*

WHAT'S NEW FOR 2020/21

Our Customer Charter

In 2020/21, we introduced our new Customer Charter.

OUR PROMISE TO YOU

Our strategy is to put patients at the core of everything we do, helping the NHS deliver excellent patient care. We will do this by supporting the NHS as it evolves, focusing on improving NHS colleague and patient environments, ensure ensuring we deliver sustainable quality services and that our people are the experts you need.

This charter sets out our commitment to our customers. As part of the NHS, our purpose is to help transform its estate, delivering on the NHS Long Term Plan and enabling our NHS colleagues to deliver excellent patient care.

It covers what customers can expect from their property and the services we provide and how we can best work together to ensure customers get the quality estate and facilities support they need.



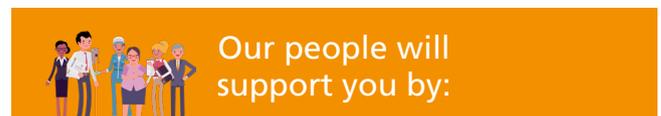
- Supporting the development and implementation of estate strategies with every Integrated Care System (ICS) to ensure estate requirements are aligned to clinical strategies.
- Making healthcare sites more accessible.
- Providing the right space at the right time, such as through NHS Open Space.



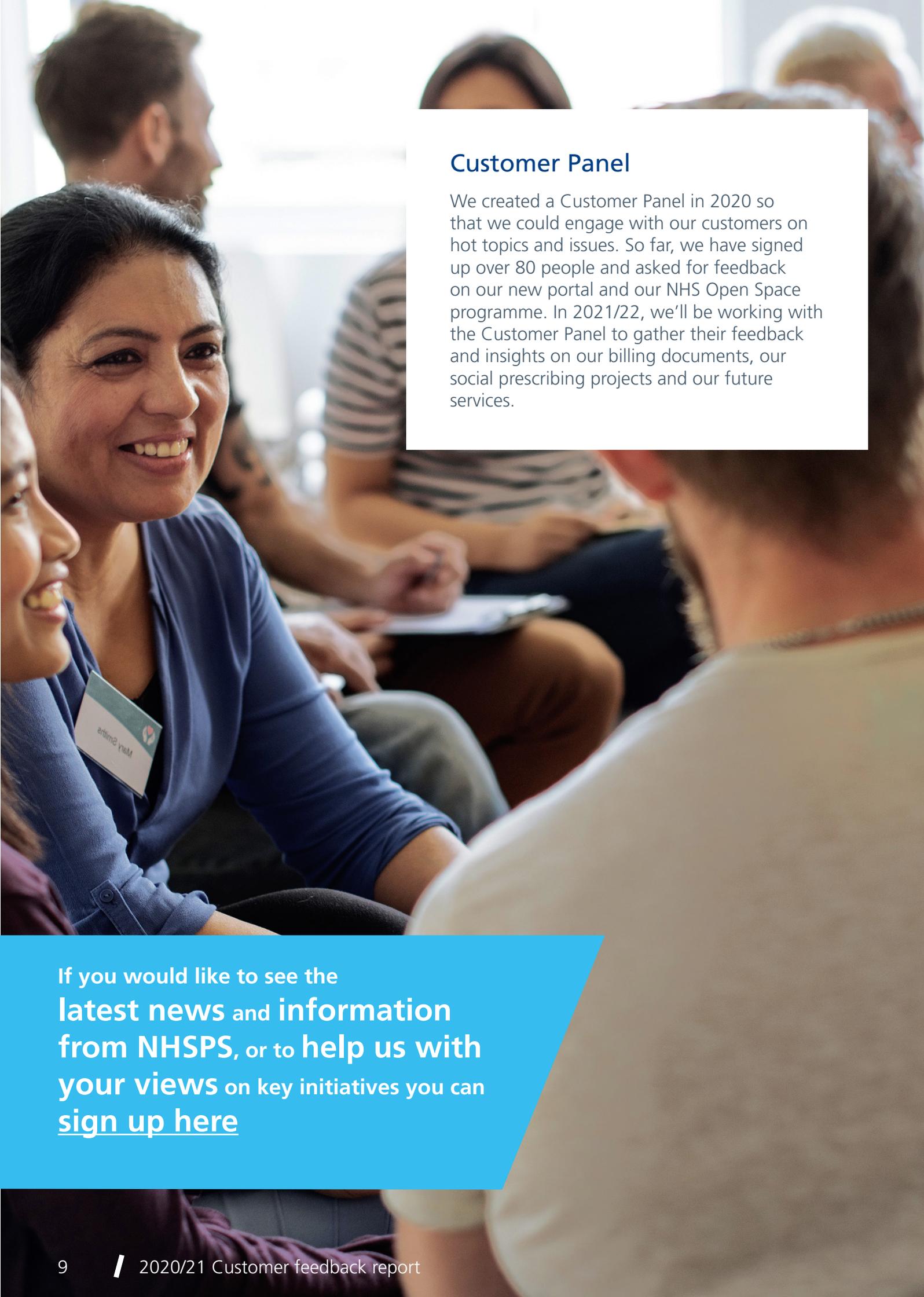
- Getting the best value for the NHS – financially and socially – at a local, regional and national level, such as sharing the benefit of building disposals at a local level, or buying goods and services more effectively.
- Helping the NHS deliver healthcare in smart, effective space by providing flexible and accessible buildings.
- Focusing on creating environments that improve the physical and mental wellbeing of NHS colleagues, patients and local communities.



- Championing sustainability and supporting the Greener NHS goals.
- Prioritising health and safety for patients, customers and our people.
- Being accountable to you through open and transparent reporting on our performance.



- Responding to your queries and requests promptly.
- Understanding your priorities and how the estate can support these.
- Being easy to work with and collaborating more effectively with you, making faster and well-informed decisions.
- Living our values of community, colleagues, commitment and collaboration to ensure customers receive the best service



Customer Panel

We created a Customer Panel in 2020 so that we could engage with our customers on hot topics and issues. So far, we have signed up over 80 people and asked for feedback on our new portal and our NHS Open Space programme. In 2021/22, we'll be working with the Customer Panel to gather their feedback and insights on our billing documents, our social prescribing projects and our future services.

If you would like to see the latest news and information from NHSPS, or to help us with your views on key initiatives you can [sign up here](#)

CAPTURING CUSTOMER FEEDBACK

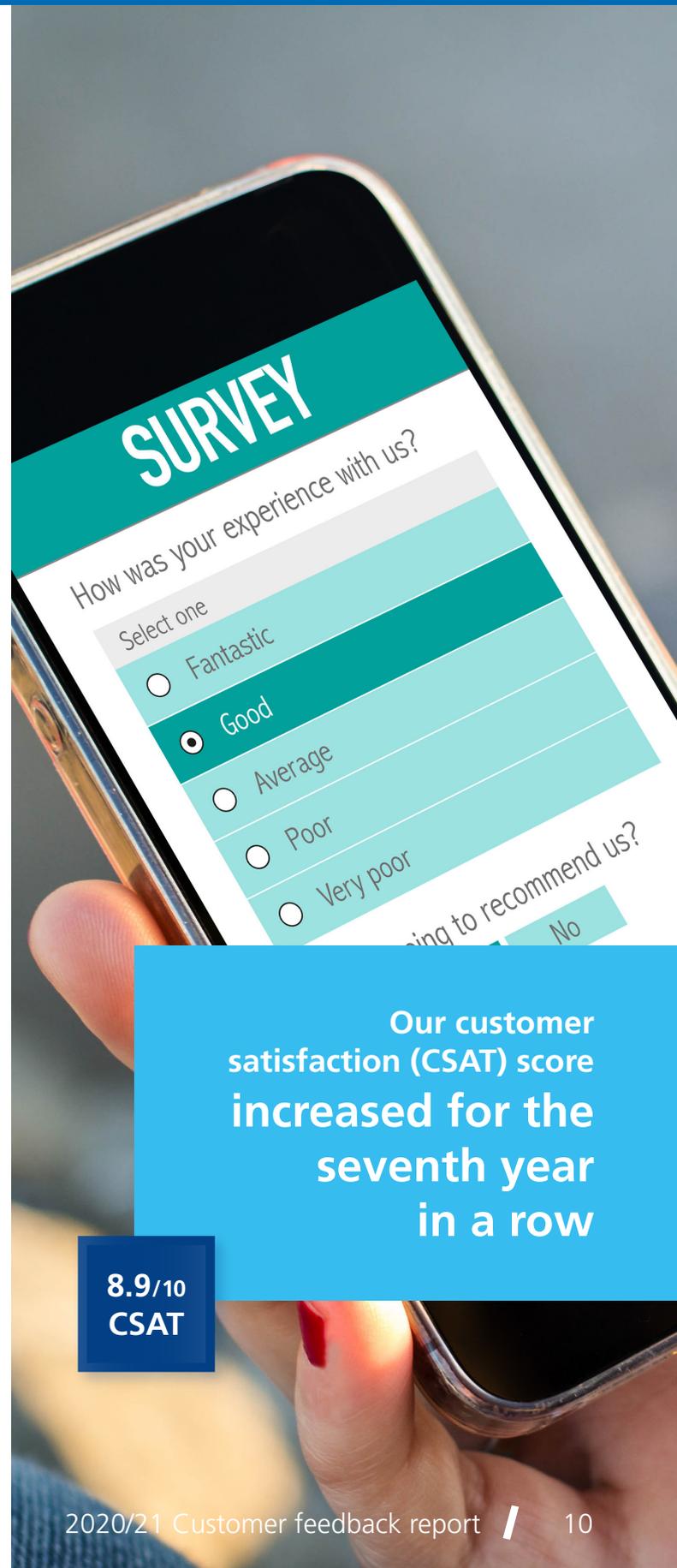
2020/21 findings

Our customer satisfaction (CSAT) score increased for the seventh year in a row, rising to 8.9/10. We saw an **increase in satisfaction for all customer feedback areas** and we received a lot of great comments around the speed of resolving issues and our helpful staff. However, we also saw some instances of queries being closed prematurely so this will be a key focus area in 2021/22 as we seek to understand and address the root causes behind this issue. We'll explore these findings in more detail later in this report.

Business benchmarking survey results

The Institute of Customer Service conducted the first business benchmarking survey for NHS Property Services on our behalf in 2020/21. This was an important step for us to gather more customer feedback and develop a **broader understanding of what we do well and what we can improve.**

The UKCSI survey results gave us an average score of 5.1/10. This is significantly lower than our overall CSAT score and has highlighted several areas where we need to improve. The lowest CSAT scores were for local complaint management and billing/invoicing, while the highest scores were for the helpfulness and competence of staff.



Our customer satisfaction (CSAT) score increased for the seventh year in a row

8.9/10
CSAT

HOW WE'RE RESPONDING TO CUSTOMER FEEDBACK



YOU SAID...



WE DID...



It can sometimes take a lot of effort to resolve queries and access the right information

We are simplifying how you can get in touch with NHSPS and improving our processes for addressing common queries.



You do not always agree your case has been resolved or are not always aware of the resolution

When a case is closed, we will give you the opportunity to tell us if you do not think the case has been resolved. We will then prompt the case owner to review it again and to communicate why it was closed and any further action required. This year, we will focus on improving the proportion of cases closed correctly the first time and will be working closely with case owners to understand and address the root causes of why a case may be closed prematurely.



Work orders are sometimes closed before the issue was resolved and improvements are needed on how we manage lower priority work orders

We are now sharing all identifiable feedback with our Facilities Service Managers (FSMs) daily so they can share any compliments with the team and address any issues.

We are also liaising with FSMs to understand why work orders are being closed prematurely. Initial findings show that sometimes we close one work order when part of the job is resolved and raise a new work order to complete it, while other times we can have trouble finding the fault (e.g. boiler issues only caused when heating is on). It is clear that we need to communicate better with customers about the progress of their work order, particularly before a work order is closed.



YOU SAID...



WE DID...



More needs to be done to address issues with billing

We're continuing to make improvements to our billing processes, including developing new templates for true-up statements to provide greater clarity on charges and year-on-year changes. In addition, the Annual Charging Schedule (ACS) check-in initiative now takes place annually, enabling us to meet with customers to ensure they understand their charges for the year. In 2020/21, we issued 98% of ACSs before the start of the new financial year and we undertook a data validation exercise to make sure the contact details in our system are up-to-date. Improving our billing processes remains a key focus for NHSPS and whilst we've made progress, we recognise that there is still a long way to go.



Properties were sold and you were not aware if/how the money had been reinvested

In May 2021, we introduced a [new disposals policy](#) which will see proceeds of disposals from surplus properties within the NHSPS estate shared with local health economies. Developed alongside the Department of Health and Social Care and NHS England and Improvement, this policy will mean 50% of the net proceeds (up to £5m) from a disposal will now go to local health economies for reinvestment.



Complaints are not always dealt with suitably by our local teams

In the past 12 months, we have rolled out a range of new skills training to aid our customer-facing colleagues in their engagements with NHS colleagues, GPs (General Practitioners), and non-NHS customers. Training has covered managing conflict, leading effective meetings, personal impact, and customer centricity.

In addition, we have made it simpler for our colleagues to use our CRM system, encouraging more cases to be created following customer interactions. This will help us to manage and resolve complaints more effectively.

We are also developing a dedicated customer portal which will enable customers to log issues and access information through a single point. Customers will also be able to access finance documents, raise queries and access reporting on our facilities management compliance and portfolio statistics.

Improving NHS Open Space



YOU SAID...



WE DID...



You wanted more ways to pay for room bookings

We introduced our 'Go Cardless' direct debit payment option, which means customers can pay for bookings straight from a bank account as well as our original payment card options.



You needed extra support during COVID-19

We have listened to your questions and concerns and adapted our service accordingly. We kept you informed of any site closures or room changes at the start of the pandemic, offered on-site guidance and extra cleaning when you returned, and offered free usage of rooms for COVID-19 related services.



You wanted a simpler booking process, with improvements needed on the website

In 2021/22, we will be launching a newly designed booking platform, which has been developed based on customer feedback and will offer a more intuitive and flexible system to make searching, making and managing bookings easier and quicker.

If you would like to know more about NHS Open Space, please visit the website: <https://www.property.nhs.uk/openspace>

HOW ARE THE TEAMS PERFORMING?

Helpdesks

Our helpdesks take hundreds of thousands of calls 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.

The helpdesks handled a combined 134,000 calls during 2020/21. Our call handlers received 727 pieces of feedback and overall, our CSAT score for the helpdesks was 9.6/10.

We have two helpdesks our customers can contact:



134,000 combined calls during 2020/21



727 pieces of feedback



Overall CSAT score of 9.6/10 for the helpdesks

Customer Support Centre (CSC)

9.6/10
CSAT

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.

The team has continued to deliver **excellent service**, with call handling **CSAT scores improving from 9.3/10 in 2019/20 to 9.6/10 in 2020/21.**

“ Natalie has a very pleasant telephone manner, was very helpful, took the trouble to fully understand my queries and left me feeling reassured that they would be forwarded accurately to the appropriate area. ”

“ Andrew was helpful, friendly, kind and showed a caring attitude. He listened to me and took my enquiry seriously. He proved that he was effective because I received a response from the NHSPS team within an hour or so of my call. ”

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

The FM helpdesk has seen a **notable improvement** in customer satisfaction, achieving a **CSAT score of from 8.5/10 in 2019/20 to 9.5/10 in 2020/21**.

They have done this by ensuring all feedback received is actioned, including reviewing low scores to drive improvements and sharing positive feedback to install a sense of pride and to encourage great customer service. Call quality checks are a key focus area and they have also reviewed how they train new starters around call handling and customer service.

“

I was only covering this site today and was unsure of the procedure for this building, but your member of staff was extremely patient and helpful to get the info we needed. She was a credit to the company.
Many thanks

”

“

The lady booking the call was reassuring and direct with her questions and answers, realised the importance of the call and acted very quickly.

”



Contact us

CUSTOMER SUPPORT CENTRE

 0800 085 3015

 customer.service@property.nhs.uk

FACILITIES MANAGEMENT HELPDESK (24/7)

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>

RESOLVING CUSTOMER QUERIES AND COMPLAINTS

Case management

8.0/10
CSAT

When you have a request, we encourage you/ your NHSPS representative to raise a case with our helpdesk. That way we have a formal record of it and can ensure it meets the guidelines and standards we set. We will then allocate a dedicated case owner and a case reference number.

In 2020/21, we managed over 3,093 cases and closed all of them within their SLAs of 10 working days. We received feedback from 268 respondents and **the satisfaction score increased from 6.6/10 in 2019/20 to 8.0/10 in 2020/21.**

“

Jamie has gone above and beyond for the practice. We have recently set up a COVID-19 vac clinic in the practice and Jamie has been very helpful in organising some small repairs that were needed and trying to source items for us.

”

“

Such a quick response and one which resulted in ensuring the GP practice could remain open for patient services. This site is not part of NHSPS portfolio so the fact that staff went over and above.

”

“

Very helpful, informative, and patient! Explained everything very clearly for me and worked through all queries in methodical and helpful way.

”

Facilities Management (FM) jobs

8.6/10
CSAT

When you have a facility issue, please tell your local representative, or contact our helpdesk to log a work order. In 2020/21, we managed 135,000 reactive facilities management jobs. We survey our customers at the point that a job is closed and in 2020/21 we received 1,409 responses.

Overall, our **FM CSAT score has improved from 7.3/10 in 2019/20 to 8.6/10 in 2020/21**. The highest priority work orders are driving the highest CSAT scores. We know how important these urgent requests are so we're pleased to see that these requests are scoring highly.

“

Had not come to fix the window initially, but while he was here to do another job, said he would do that as well. He was courteous and went above and beyond what he came to do. Best tradesmen we have ever had.

”

“

Engineer was very helpful, clearly it was not an easy job, but he did not give up and did everything to fix it. We are so grateful.

”

“

The chaps who attend are always very efficient and adapt to circumstances such as us having a small clinic during lockdown and various areas being restricted. They are friendly and just get on with any jobs unobtrusively.

”





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 service level agreement (SLA).

We managed **295 complaints in 2020/21, down from 463 in 2019/20**. Our complaints team's **CSAT score increased from 6.5/10 to 8.2/10**.

“

Our complaint call handler Alison did everything she could to resolve our complaint and when we were not happy with the original outcome went the extra mile to raise the complaint higher and obtain a resolution.

”

“

I was kept in the loop by Moira, who was very understanding and helpful, I am sure without her help the issue would not have been resolved as quickly. Marvellous service. Well done, Moira.

”

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.



PROJECTS AND NHS OPEN SPACE

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 offer over 700 rooms in approximately 100 properties spread across England, and so far over 1,800 people have booked them.*

We spoke to 66 NHS Open Space users in 2020/21 and it had **the most improved satisfaction** of all areas year on year, **rising from 6.1/10 in 2019/20 to 7.8/10 in 2020/21.**

“

The environment is clean and well-managed. I feel very comfortable working there and confident bringing my patients into the building for their treatment - important particularly through this current situation where infection control is of upmost importance. My use of the space is made very easy and I have mostly all that I require to do my job efficiently. The staff at all levels are very attentive, friendly and supportive.

”

*Figures correct as at May 2021



The Portfolio Optimisation Team works across organisations and local areas to optimise the estate capacity and capability, to support improvements to the health infrastructure for patients and our workforce.

The team was **newly created in 2019/20** and as a result we only received four survey responses. The work they deliver will be **important as**

the NHS demand for space increases, so we want to understand how satisfied customers are with the service delivered. In 2020/21, we focused on gathering more feedback and we received 24 responses. **Every respondent left a satisfaction score of seven or higher, with an average score of 9.0/10.**

“

So much support, flexibility and understanding about how we could work together and bringing the plans in to reality. Responsive and helpful.

”

“

This scheme has been well planned and organised. Design work and consultation has been excellent and the ongoing workstream re business case, negotiations with tenants and clients and associated legal work has progressed smoothly and well. Communication and consultation have been excellent.

”



If you would like to learn more about the Portfolio Optimisation Team, please contact the Customer Support Centre on 0800 085 3015 or email customer.service@property.nhs.uk.

National Office Programme project delivery

9.1/10
CSAT

The National Office Programme offers strategic property expertise to help drive efficiencies, achieve savings, and improve working environments across the NHS. **Offices make up a significant proportion of NHS space and cost**, so it is important that we review and monitor our performance.

The team was also new and whilst we had a good CSAT score in 2019/20, this was based on only six responses. In 2020/21, **we increased the number of survey responses to 18**, with 17 scoring a satisfaction rating of eight or higher **and our average score was 9.1/10**.

“ NHSPS work deserves credit in particular around the efforts to bring every organisation on to the same page and deliver savings for all. ”

“ Working with the National Office Programme team has been a pleasant experience and the team has shown support and professionalism throughout. ”

If you would like to learn more about the National Office Programme, please contact the Customer Support Centre on 0800 085 3015 or email customer.service@property.nhs.uk.

Construction project delivery

8.6/10
CSAT

We received 25 responses for construction projects in 2020/21, **with an average satisfaction score of 8.6/10 compared to 7.8/10 in 2019/20**.

“ The project team kept the Management up to date from start to finish. ”

“ Contractors communicated well. Informative site meetings prior to work commencing. We were involved in all decisions, processes and kept informed of progress. Contractors were polite and pleasant with residents and staff. It helped having contractors who had worked at The Shires previously. ”

“ The team assigned to do the renovation work which took place through unprecedented times due to the epidemic were extremely helpful considerate and professional and followed all government guidelines. ”

If you would like to learn more about the construction team, please visit their website: <https://www.property.nhs.uk/services/facilities-management/construction/>

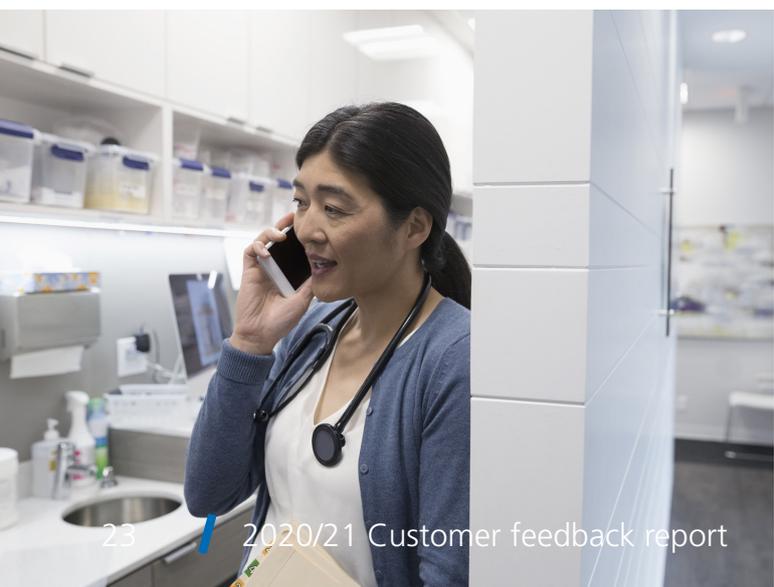
ADDITIONAL CUSTOMER FEEDBACK



Integrated Care System (ICS) research and strategy development

ICSs are a fundamental part of the NHS and so they will be a key priority for us in supporting our customers and the wider NHS. We reached out to several key stakeholders and spoke to 18 where we heard some consistent themes:

- We still need to rectify some issues such as billing. We hope that this report will go some way to encouraging you that those improvements are being put in place.
- Some ICSs are still maturing and therefore understanding what challenges you will face, particularly with the impact and backlog created by COVID-19. We hope to work with and support you as and when these challenges emerge.
- It is vital that any support is at a local level and that a one size fits all approach will not be appropriate. The relationship manager is key in understanding your organisation and the local community.



We look forward to
sharing our strategy
for supporting ICSs
in the year ahead



Supporting our customers during COVID-19

The last year has been one of **the most challenging in NHS history** and our colleagues across the healthcare system have continued to deliver excellent patient care in the face of the COVID-19 pandemic.

We are **proud and humbled** to have supported our customers during this difficult period, finding property options to provide urgent additional bed capacity and fast-changing requirements for space.

“ I know this is all down to your overall personality that has facilitated this all and it is so appreciated. ”

“ I just wanted to thank you for all your help both now and in April with our estates. ”

“ You really have created the most incredible centres for West London, from treating the covid patients, to this vaccination centre. ”

“ I have not seen anything quite as impressive, ever, in my professional career. ”



Property Services