

# Managing Customer Feedback Policy

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# Managing Customer Feedback Policy

## 1. Introduction

HAL recognises the importance of customer feedback in helping us to deliver the best possible customer experience. By collating, monitoring and taking action on our customer feedback, we can design, develop and deliver our products and services based on customer experiences, and their needs and expectations.

This policy is intended to ensure that our procedures in relation to customer feedback are user-focussed, fair, proportionate, consistent, accessible and easily understood by both customers and employees.

The customer feedback procedures will ensure that for areas where service delivery exceeds expectations it is celebrated and shared, and that early action is taken to correct any service delivery that is perceived to be below expectations.

We will use the feedback we receive to monitor our performance in order to continually improve our service.

### 1.1 Scope of the policy

This policy applies to all types of customer feedback – complaints, compliments, comments and suggestions – with the exceptions of the exclusions listed in 1.2.

This policy applies to all staff, Board members, contractors and agency workers of the company – anyone who represents HAL to the public. This policy will collectively refer to all as “staff”.

### 1.2 Exclusions from the policy

This policy does not cover complaints from our own employees about internal processes or other employees. This policy also does not cover any external complaints relating to data protection. The Data Protection Complaints Policy outlines how these types of complaints are dealt with. In addition, any Freedom of Information requests are not covered by this policy and are handled separately. We may occasionally also receive feedback about airlines / concessions rather than HAL, which are also not covered by this policy.

### 1.3 Training

Our staff aim to deliver a high standard of service at all times and deal with positive and negative feedback situations effectively. To achieve this HAL will provide appropriate training, particularly for those staff in a customer facing role. All staff that process personal information will also receive data protection training.

## 2. Responsibilities

### 2.1 Complaints Manager (Head of Communications)

The **Complaints Manager** is responsible for developing policy on customer feedback and for overseeing the implementation of the policy, procedures and related guidance.

### 2.2 Senior Management Team

The **Senior Management Team** is responsible for corporate oversight of customer feedback and ensuring continual improvement of customer service is a priority for HAL.

### 2.3 Complaints Officers (Airport Managers and Heads of Functions)

**Airport Managers and Heads of Functions** are responsible for ensuring all staff are aware of, understand, and follow this procedure. They are responsible for ensuring that all customer feedback concerning their airport/department is dealt with, within the process and timelines detailed in this policy.

**Airport Managers** are responsible for ensuring ‘FeedbackNow’ terminals are operational and that staff follow the procedure for processing passenger feedback from the machines.

### 2.4 All staff

**All staff within the HAL group** must deliver a high standard of customer service at all times, dealing with positive and negative feedback situations effectively and in line with this policy and associated procedures.

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## 3. Definitions

### 3.1 Compliments

A compliment is praise from a passenger or customer to an individual or a team. It can be an acknowledgement of excellent customer service by an individual or a team.

### 3.2 Comments

Comments can cover a wide variety of subjects and usually relate to personal feedback or an opinion expressed by a passenger, customer or user of our services.

Comments may include suggestions on where or how we could make improvements to our service delivery.

Questions or general queries are not considered comments.

### 3.3 Complaints

A complaint is an expression of dissatisfaction about our action, or lack of action, by one or more passenger, customer or member of the public. This may be about the standard of our service provided by us or on our behalf, or the manner in which it was provided.

#### Complaints may relate to:

- failure to provide a service
- inadequate standard of service delivery
- treatment by or attitude of a member of staff.

#### A complaint is not:

- a request for compensation only
- where issues relating to the complaint are being, or have been, considered by a court or tribunal
- an attempt to re-open a previously concluded complaint
- a reconsideration of a complaint when HIAL's complaint procedure has been followed to its conclusion and a final decision has been given.

## 4. Principles of the policy

### 4.1 General

The driving principle of this policy is the continual improvement of the services HIAL provide. Feedback is a vital component of this aim, whether recognising and celebrating positive comments or challenging poor performance or service.

### 4.2 Feedback devices at airports

Providing a method for passengers and customers to provide feedback whilst at our airports is key to improving the customer experience. Customer satisfaction feedback machines from FeedbackNow are installed in all 11 of our airports and allow our passengers to record their level of satisfaction with different services. These enable feedback to be provided in real time through a traffic light system of happy to sad faces.

The feedback from the machines is live and allows managers to take immediate action to rectify any issues as they arise.

A programme of consistent surveys across all airports will be scheduled via the 'FeedbackNow' devices for each financial year.

### 4.3 Other ways for customers to contact us

In addition to the machines at the airports, passengers, customers and users of our service are invited to get in touch with us in the manner that best suits them:

- In person at any of our airports or at one of our offices
- By completing one of our online feedback forms (Compliments, Comments, Complaints)
- Via email to: [info@hial.co.uk](mailto:info@hial.co.uk)
- By letter to: Customer Feedback, Highlands and Islands Airports Limited, Inverness Airport, Inverness IV2 7JB

### 4.4 Compliments

Positive feedback will be shared with the individual or team concerned, and best practice shared across the company.

Compliments and positive customer feedback will be acknowledged **at the time of receipt** if received in person or on the phone.

If a compliment is received in writing, by email or via the online feedback form, it will be acknowledged **within three working days** of receipt.

The compliment will be passed to the individual or team concerned, and their line manager, **within five working days** of receipt.

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## 4.5 Comments

Passengers, customers or users of our service can make general comments or suggestions on where we could make improvements to our service. We will consider all comments and suggestions received; however, it may not be appropriate or beneficial to implement suggestions.

Where a negative comment is received it may be considered to be a complaint and therefore reassigned as such and treated accordingly.

Comments or suggestions will be acknowledged **at the time of receipt** if it is received in person or on the phone.

If a comment or suggestion is received in writing, by email or via the online feedback form, it will be acknowledged **within three working days** of receipt.

The comment or suggestion will be passed to the relevant airport or department for consideration **within five working days** of receipt.

Follow up communication will be sent **within 20 working days** advising of any action that has been or will be taken as a result of the comment/suggestion, or to advise that no action will be undertaken at this time.

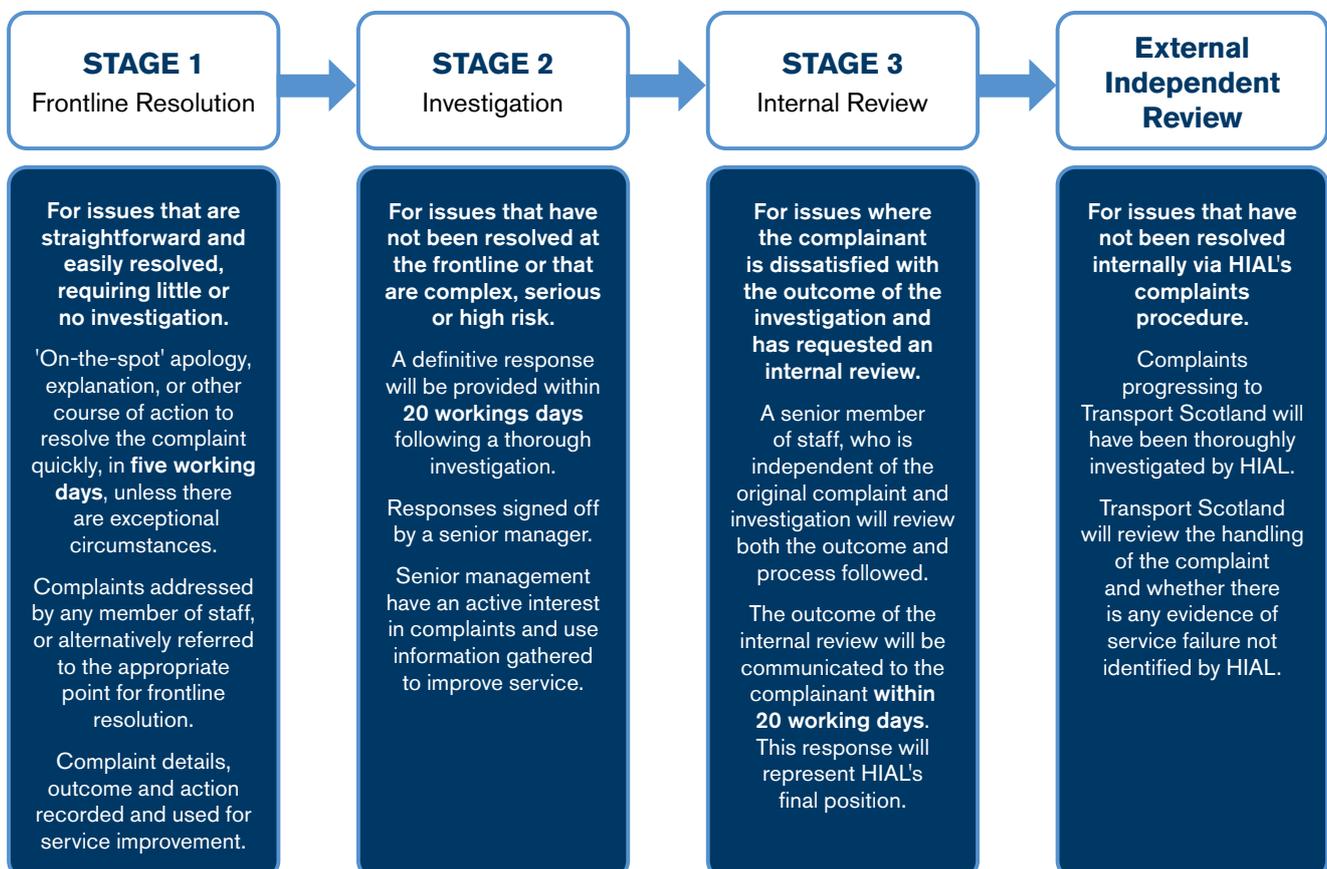
## 4.6 Complaints

A complaint can be made by anyone who is dissatisfied with our service, or by someone acting on their behalf and with their consent.

We value and treat all complaints seriously, including anonymous complaints. We will consider anonymous complaints if there is enough information to enable us to investigate the matter. If an anonymous complaint does not provide enough information to allow us to take action, we may decide not to pursue it further. Any decision not to pursue an anonymous complaint must be authorised by the relevant Complaints Officer (see 2.3).

**HIAL operates a three-stage complaints handling process.**

## HIAL's Complaint Handling Procedure



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## 4.6 Complaints (continued)

### Stage 1 – Frontline resolution

Frontline resolution aims to quickly resolve straightforward customer complaints that require little or no investigation. Any member of staff may deal with complaints at this stage. The main principle is to seek early resolution, resolving complaints at the earliest opportunity and as close to the point of service delivery as possible.

Where complaints cannot be resolved at the point of service delivery, we will aim to resolve it **within five working days**.

All stage one complaints will be recorded on our electronic feedback system to allow oversight of areas of the business which may need improvement.

### Stage 2 – Investigation

Where it has not been possible to achieve frontline resolution or where a complaint is complex and requires detailed investigation, this will be handled at stage two.

A stage two investigation aims to establish all the facts relevant to the points made in the complaint and to give the complainant a full, objective and proportionate response that represents our final position.

The complaint must be acknowledged within **three working days** and a full response provided to the complainant confirming if the complaint has been upheld, partially upheld, or not upheld, as soon as possible and **within 20 working days**.

### Stage 3 – Internal Review

Where the complainant is dissatisfied with the outcome of the investigation, they may request an internal review of their complaint. This will then be escalated to a more senior member of staff, who is independent of the original complaint and investigation. The internal escalation will review both the outcome and the process to ensure it was in line with the Managing Customer Feedback Policy, associated procedures and guidance.

The outcome of the internal review will be communicated to the complainant as soon as possible, and **within twenty working days**. This response will represent HIAL's final position.

### External Independent Review

Should the complainant feel that a satisfactory resolution has not been achieved following this process, the complainant can ask Transport Scotland to carry out an independent external review of their complaint.

Information on the process and full contact details will be provided with the investigation outcome letter at the end of the stage three review.

It is important to note that Transport Scotland cannot normally review complaints:

- where the complainant has not followed HIAL's complaints procedure to its conclusion
- more than 12 months after the complainant became aware of the matter they want to complain about
- where issues relating to the complaint have been or are being considered in court.

## 5. HIAL's values

HIAL's values define who we are and what our passengers and customers can expect of us when using our services:

- Openness
- Respect
- Innovation
- Ownership
- Excellence

To ensure we learn from feedback, and continually improve our services, we will share the top-level results of our feedback – both when we are doing well but also where our service may not have been as expected.

### We will:

- Produce monthly reports on the 'FeedbackNow' data at all of our airports, highlighting areas of high satisfaction as well as action taken to address any issues
- Have live customer satisfaction data from our 'FeedbackNow' machines on the HIAL and individual airport websites
- Produce monthly reports on compliments, complaints and comments to allow corporate oversight, share best practice and take corrective action at a strategic level where required
- Produce quarterly reports on compliments, complaints and comments for the HIAL Board to allow them to monitor customer service and hold HIAL to account for improvements
- Establish a 'Continuous Improvement Group' to define, analyse, measure, improve and control activities regarding the Customer Experience.

All information in relation to comments, compliments and complaints will be processed in accordance with the principles of the General Data Protection Regulation and the Data Protection Act 2018.

## 6. Associated documents/reference

- HIAL Data Protection Complaints Policy
- HIAL Privacy Notices

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## 7. Appendix 1 – Complaints Procedure Flow Chart

