

## Complaints Resolutions Policy

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CR 002

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# Introduction

## Definition

At Waterlogic GB we believe that if a customer wishes to register an expression of dissatisfaction or complaint they should find it easy to do so; as we view this as an opportunity to not only efficiently and satisfactorily resolve their dissatisfaction but also to learn, adapt and improve the service we provide.

This complaint policy and procedure works in parallel with our efforts to improve how we operate and enhance our customer experience, by encouraging customers to tell us what we are doing wrong; so, we can put it right. Understanding the areas where our customers are consistently finding it difficult working with us is critical if we are to improve customer satisfaction and reduce the expenditure, effort and rework involved with not getting things right in the first place.

We believe that all complaints are an opportunity to turn a negative customer experience into a positive one. Complaints should be viewed as our customers pro-actively sharing with us their experience

## Scope

Anyone who is affected by, or receives our services, can raise an expression of dissatisfaction or complaint.

This policy and procedure apply to all Waterlogic GB employees and to employees of organisations who deliver services on our behalf.

If a customer has a complaint regarding any of the following items, this policy doesn't cover them, instead refer to the alternative policy highlighted:

- Customers covered by the Consumer Credit Act – CCA Policy
- Customers disputing debt – Credit Policy
- Damage Claims – Damage Claims Policy
- GDPR Requests – Data Processing Policy
- Complaints from Suppliers – Purchasing Policy
- Disciplinary actions resulting from a complaint – Disciplinary Policy
- Complaints from staff about HR issues – Grievance Policy

## Objectives

The objectives of this policy are to:

- Provide Prompt resolution – to support our colleagues in resolving cases of dissatisfaction and/ or transfer of complaints to the appropriate team
- Provide a Consistent and Professional experience- ensure that customer dissatisfaction/ complaints are handled consistently and fairly
- Drive Improvement –identify the areas where we can improve our customer experience, products or services, by analysing the root causes and developing plans to redress them.
- Protect our Brand – to aid in the protection and improvement of Waterlogic GB's reputation
- Change Perception – turn a negative impression in to a positive one through our handling and resolution of the complaint.

# Guidelines

## Policy Feedback

Any feedback or query on this policy, should be addressed to the following stakeholders:

Role	Author	Executive Sponsor	Consulted
Managing Director		G Pritchett	
Customer Voice Manager	Rachel Jones		
Customer Experience Director			
Matt Hemming			
Sales Director			Mark Cross
Finance Director			Mike Ryall
Transformations Director			John Murphy
Field Operations Director			Michael Bourton
Customer Retention Manager			Jenny Bates
Head of Customer Support			Karen Di Piazza
Head of Customer Development			Lloyd Fletcher

This policy requires that all Waterlogic relevant processes and procedures comply with the following:

## Complaints Resolution Model

### Registering dissatisfaction/ logging a complaint

A customer can make a complaint in whichever way is easiest for them. Therefore, Expressions of Dissatisfaction, Complaints and Cancellation requests may be received by the following means:

Communication Method	
Letter	Customer Voice Waterlogic GB Angel House, Shaw Park Business Village, Shaw Road, Wolverhampton WV10 9LE
Email	<a href="mailto:customervoice@waterlogic.co.uk">customervoice@waterlogic.co.uk</a>
Telephone call	0333 600 1845
Online web form	<a href="https://www.waterlogic.com/en-gb/customer-support/customer-feedback/">https://www.waterlogic.com/en-gb/customer-support/customer-feedback/</a>
In person	Complaints received via departments outside of Customer Voice are escalated to the Customer Voice team

Waterlogic encourages any customer who has a concern or suggestion about a service to contact us straight away, where the aim will be to resolve the issue quickly at the first point of contact.

As such, all staff members who could potentially be the first point of contact for a customer should be equipped to attempt to resolve an expression of dissatisfaction relevant to their area of service there and then, wherever possible.

# Guidelines

In practice, this means all frontline staff should, as a minimum, be aware of this policy and be empowered to deal with and resolve such cases of dissatisfaction as they arise.

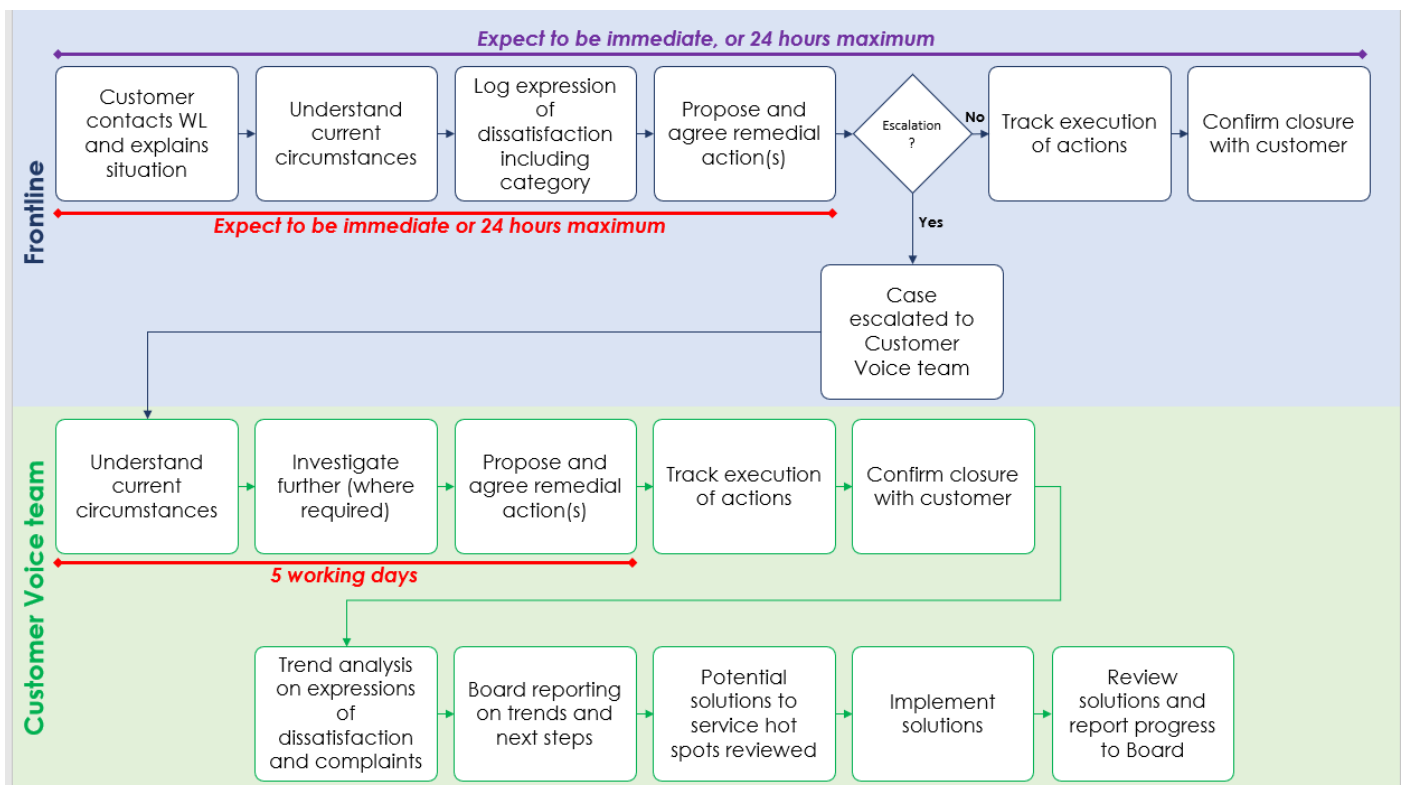
In the event they are unable to deal with the dissatisfaction, for example if they are unfamiliar with the issues or area of service involved, they would transfer customers to the appropriate point for frontline resolution.

## The Complaints Resolution Model

Based on the above, the following model outlines how we categorise the different levels of complaints we receive:

The Complaints Resolution Model		
Expression of Dissatisfaction	Complaint	Cancellation Requests
<p><b>For issues that are straightforward and easily resolved, requiring little or no investigation.</b></p> <p>Immediate explanation or other action to resolve the dissatisfaction quickly.</p> <p>Dissatisfaction addressed by any member of staff, or referred to appropriate escalation point.</p> <p>Dissatisfaction details, outcome and action taken, recorded and used for service improvement.</p>	<p><b>For issues that can not be resolved at the frontline, or that are complex, serious or 'high risk'.</b></p> <p>Thorough investigation of the points raised will be undertaken.</p> <p>Where appropriate relevant management will be engaged in agreeing the findings and response.</p> <p>Management have an active interest in complaints and use information gathered to improve services.</p>	<p><b>For issues that can not be resolved, to the customers satisfaction.</b></p> <p>Fact find and objection handling will be conducted.</p> <p>Retention team to investigate and complete relevant next steps.</p> <p>Management will have frequent updates on retention rates and reason for leaving.</p>

The following provides a simplified flow of activities through our complaints model:



## Expressions of Dissatisfaction

### Logging of expressions of dissatisfaction

The following example helps to illustrate what would be classed as a request for action and what would be classified as an expression of dissatisfaction:

Request for action	Expression of dissatisfaction
Customer asking for a repair to be carried out on their unit – this is a request for maintenance, rather than a complaint about the condition of the unit	Customer has had to contact Waterlogic more than once to get a repair on a unit conducted and is unhappy about it – this is an expression of dissatisfaction that may escalate into a complaint if not managed

As outlined in the objectives, Waterlogic GB seeks to improve its customer service and experience through understanding any issues that customers face. As such, understanding the volume and nature of all expressions of dissatisfaction and complaints received is critical.

Therefore, every expression of dissatisfaction will require the following minimum data to be recorded on our customer management system being recorded:

- Case reason,
- Case details,
- Actions taken
- Case outcomes.

The following reason codes will be used to aid categorisation, reporting and continual improvement:

Reason Code	Description
<b>Product</b>	
Product (consumable)	Concerns with the quality or taste of bottled water or other consumables (e.g. cups)
Product (unit)	Concerns with the condition and/ or performance of a water dispensing unit
<b>Fulfilment Services</b>	
Delivery	Concerns with the quality, or timeliness of bottled water or parts delivery
Exchange	Concerns with the quality, or timeliness of exchanging of products, including relocations
Install	Concerns with the quality of the installation, its accompanying processes or timeliness
Repair	Concerns with the quality of the repair, its accompanying processes or timeliness
Service	Concerns with the quality, or timeliness of routine service visits, including Sanitisations

Reason Code	Description
<b>Account Services</b>	
Account changes	Concerns with the quality of response to account change requests (e.g. address, contact details, etc.)
Billing and Invoicing	Concerns with the quality of billing and invoicing, its accompanying processes or timeliness
Payment	Concerns with the quality of payment receipting, its accompanying processes or timeliness
Sales	Concerns with the quality of Sales, its accompanying processes or timeliness
Retention	Concerns with the quality of account cancellation requests, its accompanying processes or timeliness
<b>People</b>	
Query Response	Concerns with the quality, or timeliness of staff response to queries
Staff feedback	Concerns with the attitude or behaviour of any of our team

Any front-line staff member that does not have access to the Customer Management system, should provide the customer with the Customer Support contact details so they can log their issue.

### When front-line resolution is appropriate

Any staff member being presented with an expression of dissatisfaction, regardless of how this is received, should attempt to resolve the issue. Examples of expressions of dissatisfaction could be related to:

- A service that should have been provided has not been,
- A service has not been provided to an appropriate standard,
- A request for a service has not been answered or actioned in a timely manner,
- A complaint that a staff member has been unprofessional or unhelpful.

It is expected that frontline staff will respond to all expressions of dissatisfaction that they identify as appropriate for immediate resolution. They should consider the following:

1. What has caused the dissatisfaction?
2. What outcome is the customer seeking?
3. Can I achieve this, or provide an explanation as to why not?
4. If I can't resolve this who can I refer the expression of dissatisfaction to, for resolution?

If the expression of dissatisfaction is in relation to the person receiving it or there is a clear conflict of interest in the matter, this should be transferred to the appropriate next level of complaints resolution.

There may be occasions where a customer refuses to engage with attempts to achieve frontline resolution and insists that their expression of dissatisfaction is fully investigated, and a formal response provided. Where this is the case, the customer should be transferred to the next level of complaints resolution.

## **Timeline for resolution of expressions of dissatisfaction**

The aim of frontline resolution is to provide a quick, informed response to an expression of dissatisfaction without the need for a detailed investigation of the points raised. These issues are by definition, those that can mostly be addressed 'on-the-spot' by staff responsible for a service. In this context, it is likely that resolution will be achievable within a short period of time; 24 hours in most cases.

It may on occasion be necessary to obtain information from other parts of the business to resolve the expression of dissatisfaction. Where this is the case, frontline staff will make the appropriate enquiries to obtain the information needed, setting expectations for timing of our response with the customer.

## **How complaints are identified and escalated**

Whilst attempts will be made to resolve expressions of dissatisfaction at the front line this will not always be possible. Instances where this may be the case are:

- Front-line resolution was attempted, but the customer remains dissatisfied
- The customer refuses to engage with the front-line resolution process
- The issues raised are complex and will require further detailed investigation
- The complaint relates to issues that have been identified as serious, for example they would involve:
  - > Risk to personal health,
  - > Risk of significant damage to property,
  - > Major delays in service provision,
  - > Repeated failure to provide a service,
  - > A legal risk to Waterlogic,

When this occurs, a complaint should be logged including the case reason and details obtained thus far and escalated to the appropriate next level of complaints resolution.

## **Complaints**

### **Managing complaints**

Expressions of dissatisfaction that reach this stage are typically those that are either complex or require a certain amount of examination to establish the relevant facts before Waterlogic can state its position.

Once at this stage, to provide reassurance that someone has taken responsibility for resolving their complaint, customers will be provided with a single named contact.

This named contact will be responsible for:

- Establishing and agreeing what information is required,
- Gathering that information and ensuring it is of a suitable quality and accuracy
- Provide a full and informed response to the customer.

All staff that may be named have sufficient internal knowledge of policies, processes and procedures across Waterlogic GB and are fully trained in how to plan and conduct investigations, including how to obtain and analyse evidence. They also have the authority to resolve complaints within pre-determined boundaries and have the support of senior management to do so.

The team that these staff represent reports to our Customer Experience Director.

## **Timeline for resolution of complaints**

The aim for complaints resolution is to provide a full, informed response within five working days. Prior to that all complaints will be acknowledged within 24 hours. If this response will be delayed, the customer will be informed and given a revised timescale for bringing the investigation to a conclusion.

A full informed response would include a chronological report of all failure points that lead to the complaint being lodged. We would inform the customer fully of all remedial action we are taking to resolve the issues raised (except where this breaches confidentiality) and advise of anything we have implemented to prevent a reoccurrence of the same issue in the future.

The remedial actions that are agreed will follow the standard SLAs for completing those tasks. These are defined in the relevant policy associated with those activities. These timelines will be shared as part of the full informed response.

## **How cancellations are identified and transferred**

If, after conclusion of the complaints resolution process the customer remains dissatisfied, they will be transferred to our Retentions team to resolve and finalise following Waterlogic Retentions policy.

## Redress

### **Managing complaints**

Customers may propose a form of redress that will resolve their expression of dissatisfaction or complaint; however, we will review them within the context of our policies to ensure fair and consistent outcomes for all customers. If the outcome will result in consistency, we will make the desired arrangements.

Any failures will be acknowledged and remedied quickly, fairly and in a way that best reflects the extent of the problems encountered. Therefore, appropriate redress could include:

- An apology,
- An explanation,
- Correcting the error,
- Financial redress – for details see Bad Debt and Credit Note Policy.

## Expected behaviours

### **Staff**

It is our expectation that staff will follow the Mary Gober Customer Service model: 'Sorry, Glad, Sure'. In summary, this is:

- Sorry – we will apologise for the customer feeling the need to raise a complaint
- Glad – however we are glad that the customer has brought it to our attention
- Sure – and we will be sure that we resolve any issues both in this instance and to avoid it happening again



## Customers

Customers that need to raise dissatisfaction or a complaint may be under duress or may have gone through something that is upsetting/ distressing. As such they may act out of character, this could include:

- Persistent refusal to accept a decision made in relation to a complaint,
- Persistent refusal to accept explanations relating to what can or cannot be done about the complaint,
- And continuing to pursue a complaint without presenting any new information.

Where this is the case, behaviour should not be viewed as unacceptable just because a customer is forceful or determined. In fact, being persistent can be an advantage when pursuing a complaint.

However, when a customer's potential anger about the issues they have raised in their complaint escalates into aggression towards Waterlogic staff, we consider that unacceptable.

The threat or use of physical violence, harassment or language which is designed to insult or degrade (i.e. is racist, sexist or homophobic or which makes serious allegations that individuals have committed criminal, corrupt or perverse conduct without any evidence) is unacceptable.

If a customer's behaviour causes a problem, staff should always remain calm and respectful in informing the customer as to what the unacceptable behaviour is, and the problem it is causing. Any behaviour that is perceived as unacceptable will be raised with their Line Manager.

## Social Media and Net Promoter Score

We will monitor the following websites for customer comments and threads:

- Online reviews including Trustpilot
- Facebook
- Twitter

Where a customer has expressed dissatisfaction on one of these forums we will:

- Respond to the post requesting contact details so we can discuss the issue further
- Where details are provided, we will contact them within 24 hours to investigate the reason for dissatisfaction to:
  - > resolve the issue that has been faced, and
  - > understand the cause of the low score for continual improvement purposes.

When a customer has scored a service that we've provided lower than 4 on our Net Promoter Score tracking, we will contact them within 5 working days to investigate the reason for dissatisfaction to:

- Resolve the issue that has been faced, and
- Understand the cause of the low score for continual improvement purposes.

## Continual Improvement

Waterlogic GB has committed to a process of continual improvement of both its policies, processes and systems; implementing staff training where appropriate. The customer will be informed of any relevant action that will be undertaken where appropriate; however, this will never include specific details relating to any individual member of staff.

### Learning from complaints

With the introduction of an organisation-wide, structured system for recording complaints, their outcomes and any resulting action, Waterlogic will have a detailed record of issues that are affecting our customers' satisfaction.

Waterlogic will review and use this information to improve service delivery, whether in response to highlighted faults, or as a proactive measure to increase efficiency.

When reviewing complaints information, the following procedures will apply

- An individual or team will be designated the 'owner' of the issue, with responsibility for ensuring that any identified action is taken,
- Agreement, with the Functional Head responsible for the team that requires improvement, will be reached as to what action should be taken to improve services,
- A target date should be set for the action to be implemented,
- Performance in the service area will be monitored, including resolution of the actions agreed for improvement, to ensure that the issue has been resolved,
- The complaint handler will always satisfy themselves that the service user and staff of the department involved understand the findings of the investigation and any decisions made.

To showcase the learning being taken from the complaints that have been received, we publish an internal summary of the number and types of complaints received, the outcomes and actions taken to drive continuous improvement.

However, Complaints information will be recorded and handled in a way that satisfies Data Protection requirements, therefore this information will be published anonymously.

All our processes will be reviewed in line with our Process Ownership model, where there are clear accountable Directors, responsible managers and supporting teams.

# Further Guidance

## Version Control

Version	Date	Revision
1	August 2018	New Policy
2	March 2020	Updated Company Name
3	April 2021	Annual review and updates

## Feedback

Comments and suggestions regarding this policy should be addressed to:

Rachel Jones  
Waterlogic GB Limited  
Angel House  
Shaw Road  
Wolverhampton  
WV10 9LE

## Authorisation

Greg Pritchett – UK & Ireland Managing Director

## Glossary

Acronym	Description
GDPR	General Data Protection Regulation – the legislation that covers how we handle and manage personal data
SLA	Service Level Agreement – our commitments to customers and ourselves regarding the length of time it is reasonable to expect an action to be completed in