

STATES OF JERSEY



HANDLING AND LEARNING FROM CUSTOMER FEEDBACK AND COMPLAINTS – FOLLOW UP (P.A.C.1/2025): EXECUTIVE RESPONSE

**Presented to the States on 16th June 2025
by the Public Accounts Committee**

STATES GREFFE

FOREWORD

In accordance with paragraphs 69-71 of the [Code of Practice](#) for engagement between ‘Scrutiny Panels and the Public Accounts Committee’ and ‘the Executive’, the Public Accounts Committee (PAC) presents the Executive Response to the PAC report titled: ‘Handling and Learning from Customer Feedback and Complaints’ (P.A.C.1/2025, presented to the States Assembly on 14th March 2025).

Deputy I. Gardiner

Chair, Public Accounts Committee

COMMENTS

The PAC has reviewed the Executive Response to its report ‘Handling and Learning from Customer Feedback and Complaints’ and has the following comments to make.

Overall Response

The PAC notes that of the ten recommendations made within the report, seven have been accepted, two have been partially accepted and one has been rejected. The PAC is overall pleased with the response to the report and that almost all the recommendations made by the Committee have been accepted. The PAC notes that all the actions in the prioritised improvement plan are due for completion by the end of the 2025, although some require updates to web pages on the Government website. The PAC would encourage the government to complete these before the end of the 2025 as this would demonstrate a commitment to increased transparency for the public and achieve quick wins. The Committee intends to follow this up with the Chief Executive at a future quarterly public hearing in order to identify the progress made.

Recommendation Six

The PAC made the following recommendation that was not agreed within the Executive Response to the report:

The Chief Officer for Infrastructure and Environment should undertake a review to understand the reasons why there has been such a substantial increase in complaints between 2023 and 2024 in relation to planning and regulation activities undertaken by the department. The findings and actions identified from this review should be reported by the end of 2025.

The PAC is disappointed to note the rejection of this recommendation. Within the evidence gathered for the review, there was shown a substantial increase in complaints between 2023 and 2024 in relation to planning and regulation activities undertaken. The following tables were also provided by the Chief Officer in relation to specific activities of the department across the last two years:

	Number of feedback cases related to Regulation*				
Years	Comment	Complaint	Compliment	Suggestion	Total
2023	8	33	68	4	113
2024	18	66	66	7	156
Total	26	99	133	11	269

*Includes Planning figures as a function within Regulation

	Number of feedback cases related to Planning				
Years	Comment	Complaint	Compliment	Suggestion	Total
2023	3	19	32	2	56
2024	4	33	9	1	47
Total	7	52	41	3	103

	Number of feedback cases related to the Statutory Nuisance Law				
Years	Comment	Complaint	Compliment	Suggestion	Total
2020	-	2	1	-	3
2021	-	-	-	-	.*
2022	-	2	1	-	3
2023	-	1	-	-	1
2024	-	8	1	-	9
Total	.*	13	3	.*	16

* No cases recorded

As stated in the report the PAC conducted analysis of the figures above and in relation to regulation activities it is noted that there has been a 100% increase in complaints recorded between 2023 and 2024. Furthermore, there has been an increase of 38% in relation to feedback received for regulation activities between these years. In respect of planning feedback, there has been a 74% increase of complaints recorded between 2023 and 2024. Interestingly there has been a 16% decrease in feedback submitted in relation to planning between 2023 and 2024, however, of the total amount of feedback received in 2024 in respect of planning, 70% of that feedback was logged as complaints.

This compares to 2023 where the number of complaints received was 39% of the total feedback received. In the Executive Response it was stated that “this increase is anticipated to continue”. Considering the rejection of recommendation six the PAC would like further details of what Government is doing to mitigate this increase in 2025 and to publish what the reasons are for the continued increase in complaints.

Conclusion

Overall, the PAC welcomes the Executive Response and acceptance of almost all the recommendations by Government. As stated in an earlier part of the comments paper the PAC would encourage Government to complete the quick win actions arising from its recommendations in the prioritised improvement plan before the end of 2025. In light of rejection of recommendation six and considering the increase in complaints is likely to continue the PAC would like to encourage the department to publish the reasons why the increase in planning and regulation complaints is expected to continue and details of how they intend to mitigate this increase during 2025.

Chief Executive - Executive Response to Public Accounts Committee report: [Handling and Learning from Customer Feedback and Complaints](#) – Response due by 30th April 2025

Summary of response:

Government of Jersey welcomes the PAC report into handling and learning from customer feedback and complaints, and recognition of improvements made from the C&AG review.

We strongly agree that focussing on continually improving the way complaints are handled and learning both at local and corporate level will improve the services delivered and we plan to keep a relentless focus on this. The significant progress made in recording feedback, training in complaints handling at all levels, communication and publicity and reporting demonstrates our ongoing commitment in this area.

Risk assessment and decision rationale

Recommendations	Risk of non-implementation	Risk profile (E,H,M,L)	Other considerations in prioritisation	Is the recommendation agreed?	Improvement theme (If applicable)
RECOMMENDATION 1 The online version of the Customer Feedback Policy should be updated to include the definitions and of ‘outcome not achievable’ and ‘not upheld’ when referring to the outcomes of complaints. This should also include clear criteria’s/thresholds for how complaints will be determined to fall into each of these categories. The steps that are taken by Government when concluding a complaint falling under each of these categories should also be included in the online version of the policy for transparency. This	There is a risk that customers would not know how their complaint is categorised and how these decisions are made which may impact on transparency and public trust.	Low	The internal GoJ complaints manual includes the definitions to complaints outcomes which is used by colleagues when determining the outcome to a complaint. Therefore, the definitions to all complaint outcomes will be included in the online version of the Customer Feedback Policy.	Agreed.	Transparency with the public

should be completed during Quarter Three of 2025					
RECOMMENDATION 2 The Government of Jersey has committed to reviewing current practices to ensure supplier and contractor feedback is recorded and managed in the most appropriate way. The PAC welcomes this commitment and would recommend that this review is undertaken with the outcomes of this review reported to the PAC by the end of 2025.	If current practices are not reviewed to ensure supplier and contractor feedback is recorded and managed in the most appropriate way, there may be a missed opportunity for understanding what is working well and any learning that could inform improvements in relationships with both current and future suppliers and contractors.	Medium	During 2025 Commercial services will review current practises and develop understanding to ensure supplier or contractor feedback is recorded and managed in the most appropriate way. Commercial Services are also planning to proactively survey suppliers in 2025.	Agreed	Process
RECOMMENDATION 3 All feedback received directly from suppliers/contractors within alternative feedback channels by Commercial Services should be inputted to the Customer Feedback Management System as a matter of course. This should be fully implemented by the end of Quarter 4 2025.	<p>The risk to not logging feedback in CFMS that is already captured in alternative channels by Commercial Services is low as feedback from all channels is reviewed holistically.</p> <p>To log all feedback from alternative channels into CFMS would mean that Commercial services are duplicating administration processes.</p>	Low	<p>We recognise that across GoJ there may not be as strong as focus on recording organisation/supplier feedback on CFMS (compared to individual feedback).</p> <p>The Customer Feedback policy applies to all customer feedback received across Government of Jersey and includes recording feedback from organisations.</p> <p>Commercial Services also captures feedback to identify areas for improvement through alternative channels -</p>	Partially agreed. Commercial Services and the Customer Experience team will communicate clearly with all departments that any feedback received from suppliers or contractors should be recorded on CFMS. It is not agreed for Commercial Services to log all feedback from alternative channels into	Process

			<ul style="list-style-type: none"> • During contract management process. • Enquiries received by email from suppliers. • Online forms 5* rating system that users are presented with the option of completing after submitting a e-form. • GoJ customer feedback survey: accessible through email signatures and when enquiry tickets get closed. 	CFMS as this would mean duplicating administration processes, and feedback/insight from other channels will be reviewed holistically.	
RECOMMENDATION 4 The Government of Jersey should revisit its response to recommendation three of the Comptroller and Auditor General's 2023 report 'Handling and Learning from Complaints' and ensure that efforts to identify and support those customers that are under-represented in providing feedback or who state that they find providing feedback difficult, are set out in one place in a cross-departmental action plan with priorities and timeframes. This would assist in the ongoing improvements	The risk of non-implementation means that there could be an inconsistent approach across GoJ on ensuring support to those customers that are under-represented in providing feedback or who state that they find providing feedback difficult.	Low	Ensuring improved accessibility is already part of the communication plan for customer feedback with regular communications through a variety of methods to ensure all Islanders are aware of and can easily provide feedback. For example, children and young people was a focus for 2024 with the development of the child friendly feedback policy.	Agreed.	Accessibility

being made in this area and assist in building trust in Government systems. This should be completed by the end of quarter four 2025.					
RECOMMENDATION 5 The Government of Jersey should create a specific page on the Government website dedicated to customer feedback data. This would enhance transparency in relation to the volumes and characteristics of feedback the Government receives and increase accessibility for members of the public. This should be completed by the end of quarter three.	The risk of non-implementation is low as this data is currently available on www.gov.je/feedback which is the page where the public access information about the Customer feedback policy.	Low	A specific page will be created on www.gov.je dedicated to customer feedback data.	Agreed.	Transparency with the public
RECOMMENDATION 6 The Chief Officer for Infrastructure and Environment should undertake a review to understand the reasons why there has been such a substantial increase in complaints between 2023 and 2024 in relation to planning and regulation activities undertaken by the department. The findings and actions	The department actively encourages and provides the direction for colleagues to log feedback and therefore expect an increase in feedback logged to continue. The risk of not undertaking a review is low as the department already has a detailed understanding as to why there has	Low	In 2024 I&E's Customer Action plan encompassed four areas of focus; <ul style="list-style-type: none"> • Upskilling and supporting colleagues with the provision of training to logging feedback. • Raising awareness and making customer reporting more visible for all colleagues. 	The recommendation is not agreed to as the department has a detailed understanding of the rationale as to why there has been an increase in feedback from the Regulatory teams. It is recognised that the department's action plan is effective	Process

identified from this review should be reported by the end of 2025.	<p>been an increase in complaints between 2023 and 2024 due to the proactive measures that have been put in place in order to increase feedback from the Regulatory teams.</p> <p>The impact of the I&E Customer action planning 2024 is more evident in the Regulation Directorate where colleagues captured and more actively logged feedback into CFMS, as part of our collective efforts to create a more customer centric culture.</p>		<ul style="list-style-type: none"> • Promoting a customer centric culture that shares best practice and celebrates achievements. • Providing more guidance on, standardised approaches or dealing with more challenging situations. <p>This work will continue in 2025 to ensure that Islanders understand that the CFMS process is not designed to review and change the outcomes of the statutory processes, but ensures that customer standards are met with emphasis on the timeliness of service provision, officer conduct and access to information.</p>	<p>and not a cause for concern to see such volumes increasing in line with our ambitions set out in the 2024 customer plan.</p> <p>This increase is anticipated to continue.</p>	
<p>RECOMMENDATION 7</p> <p>The Government of Jersey should conduct an evaluation of the Quality Assurance Framework during 2025 as a result of the addition of data from Health and Care Jersey and schools in order to ensure that the Customer Feedback Policy is being applied consistently across all departments. This review should also examine how Government is ensuring learning from the Quality Assurance</p>	<p>The risk of non-implementation is low as the quality assurance process includes random sampling of complaints across GoJ which assures that the customer feedback policy is being consistently followed across GoJ. In addition, quality assurance is discussed at the GoJ Department Feedback managers meetings which takes place every six weeks.</p>	Low	<p>The evaluation of the Quality Assurance framework and how Government is learning from it will be included in the cycle of annual reviews.</p>	<p>Agreed. The evaluation of the Quality Assurance Framework will be completed by the end of 2025.</p>	Learning culture

Framework is being implemented across services.					
RECOMMENDATION 8 The Government of Jersey should examine ways in which it can enhance signposting for customers who are making a complaint about services provided by Arm's Length Bodies or the parishes. This should be completed by the end of 2025 with the outcomes of the examination reported to the PAC.	The risk of non-implementation is low as currently any feedback that is received to the Government of Jersey about services provided by Arm's Length Bodies, or the parishes is directed to the relevant organisation.	Low	The evaluation of how to enhance signposting to customers making a complaint about services provided by Arm's Length Bodies or the parishes will be included in the annual review of customer feedback information.	This recommendation is agreed and current contact points (e.g. www.gov.je) will be reviewed to identify where to enhance signposting for customers that are providing feedback about non-government services such as parishes.	Process
RECOMMENDATION 9 The Government of Jersey should ensure that any recommendations of the States of Jersey Complaints Panel are recorded centrally and report on the extent to which these have been actioned and implemented across the relevant services. This should be taken forward as soon as possible so that any future recommendations are able to be recorded immediately.	The risk of non-implementation would mean that as a government we do not understand what recommendations have been implemented and therefore what improvements have been made as a result. It will also enable us to identify cross-departmental themes	Medium	This has already commenced as part of the existing working relationship with the States complaints panel.	The recommendation is agreed and has already started.	Learning culture

RECOMMENDATION 10 The Government of Jersey should, by the end of 2025, publish as a matter of course on its website all learning actions arising from customer feedback, including complaints. This will increase transparency and assist in building trust and confidence in the systems.	The risk of non-implementation means that as there is currently limited visibility of learning from feedback for all departments, it impacts on public trust and confidence in submitting feedback to GoJ.	Medium	Learning from customer feedback will be published on www.gov.je in line with customer feedback reporting.	Partially agreed. Key themes (rather than all learning actions) from learning will be published to be easier to understand by the public.	Transparency with the public
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Prioritised improvement plan:

Action theme	Actions	Target date	Responsible Officer
Accessibility	1. Develop a cross-departmental action plan to identify and support those customers that are under-represented in providing feedback or who state that they find providing feedback difficult.	End of 2025	Head of Customer Experience (ESSH)
Culture of learning	2. Evaluate the customer feedback Quality Assurance framework and how Government is ensuring learning from it.	End of 2025	Head of Customer Experience (ESSH)
Process	3. Review current practices to ensure supplier or contractor feedback is recorded and managed in the most appropriate way and put in place internal communication that any feedback received from suppliers or contractors should be recorded on CFMS.	End of 2025 End of 2025	Interim Director Commercial Services & Head of Customer Experience (ESSH) Head of Customer Experience (ESSH)

	4. Examine ways to enhance signposting for customers who are making a complaint about services provided by Arm's Length Bodies or the parishes.		
Transparency with the public / public trust	5. Include outcomes to complaints on the webpage of the Customer Feedback policy, develop a specific page dedicated to customer feedback data and key themes from learning arising from customer feedback, including complaints.	End of 2025, with some elements delivered earlier.	Head of Customer Experience (ESSH)