

# APPENDIX TL

## TEAM LEADER DIRECT-MESSAGES

MS Teams, direct-message exchanges between Daniel Jackson and his Team Leader, Noel Curran, August to November 2025.

### CATEGORY A | PRESSURE TO CLOSE COMPLAINTS PREMATURELY

[Compliance – Ofcom GC C4: obligation to keep taking steps until resolution]

#### TL-01 | Deadline-based closure instruction regardless of resolution

25/09/2025 – 16:00 – Noel:

*"this complaint needs to be closed by Sunday at the latest, raise a Group billing to issue the refund back"*

**Analysis** | Directs closure before confirming that the refund has been received, contrary to GC C4's requirement to continue active steps until resolution, creating risk of unresolved liability and customer detriment.

#### TL-02 | Closure required even where customer refuses consent

22/09/2025 – 13:48 – Noel:

*"Why did you reopen this complaint, this needs to be closed ASAP; the credit has gone on the complaint has been open way too long"*

**Analysis** | Overrules the customer's explicit request to keep the complaint open until funds arrive, breaching GC C4 principles and exposing the customer and the company to unresolved issues, escalation, and potential regulatory challenge.

#### TL-03 | General rule to close all complaints on the call

17/10/2025 – 13:26 – Noel:

*"as I mentioned earlier this week if not last week, all complaint must be closed on the call unless its due to a miss sell"*

**Analysis** | Imposes a blanket closure policy inconsistent with Ofcom's complaints code, which requires proper investigation and follow-up where unresolved; embeds systemic non-compliance and pushes agents to close prematurely.

#### TL-04 | Managerial KPI pressure linked to complaint age

10/10/2025 – 18:11 – Noel:

*"i expect those complaint to be closed by Sunday at the latest, can you send me a message with an update for each please"*

**Analysis** | Sets closure deadlines based on managerial expectations rather than actual complaint progress, undermining GC C4 compliance and creating pressure to close unresolved cases to meet KPIs.

#### TL-05 | Objection to re-opening for unresolved outcomes

04/09/2025 – 15:57 – Noel:

*"credit the difference"*

**Analysis** | Instruction is given in place of investigating or re-opening the dispute, risking incomplete resolution where pricing concerns remain unaddressed and undermining proper GC C4 complaint handling.

## CATEGORY B | INCORRECT / UNSAFE PROCESS GUIDANCE

[Compliance – Internal process accuracy; Ofcom GC C4 & C5 where guidance affects complaint handling or customer vulnerability]

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### **TL-06** | Equipment returns judged on subjective credibility

**21/08/2025 – 15:38 – Noel:**

*“Generally i give the go ahead unless you think the customer doesn’t sound genuine”*

**Analysis** | Encourages subjective credibility assessments rather than following the required tracking/verification process, increasing inconsistency, misclassification risk, and potential wrongful charges for returned equipment.

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### **TL-07** | No remedy offered for documented over-promise on compensation

**21/08/2025 – 15:32 – Noel:**

*“ya so regardless of any comms sent if shes not entitled to the credit she doesnt get it when it comes to any kind of auto comp”*

**Analysis** | The customer had been sent written confirmation from a previous agent stating she would receive a substantial compensation payment. Noel dismisses this documented over-promise and focuses only on strict eligibility rules, without acknowledging the misadvice or considering any remedial action. This approach conflicts with GC C4 requirements to investigate misleading information and ensure a fair outcome, creating risk of unresolved detriment and legitimate escalation.resolution.

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