

BRIEFING NOTE

Update for Overview and Scrutiny – Customer Satisfaction – March 2017

1. Purpose

- 1.1. To provide an update to the Overview and Scrutiny Committee on Customer Satisfaction.

2. Background

- 2.1 The Contact Centre has almost two million contacts with citizens a year and is therefore the largest touch-point the council has with end users of council services. Historically satisfaction with Contact Centre services through was measured through an 'end of call' survey whereby Advisors could choose which call to promote to a citizen. This reported an average satisfaction score of 97% despite anecdotal citizen feedback providing evidence to the contrary.
- 2.2 Customer Services commissioned independent analysis into citizen satisfaction with the outsourced Contact Centre during March/April 2014 which provided results of 49.4% satisfaction for contact centre services and 43.2% satisfaction for end to end delivery. As a result of these findings, and in order to measure any improvements, the independent measurement of citizen satisfaction has continued since the TUPE of Contact Centre services to the Council in November 2014.
- 2.3 There is a text survey sent to citizens' mobile phones within 24 hours of them having called the Contact Centre. They are asked a number of questions which are shown in Appendix A. This survey aims to measure satisfaction with the Contact Centre.
- 2.4 The text survey measures satisfaction with all services within the Contact Centre but the more recent services into the Contact Centre (CIAS and Housing Options) are not currently reported in the overall results. We receive reports on the citizen experience with these services but are currently excluding these from overall results in order that we can understand the direction of travel for customer satisfaction. The newer services will be included in overall results in the future.
- 2.5 A further survey is sent via email to citizens to measure their satisfaction with the end-to-end experience. This survey is sent when a job is shown as completed within the Contact Centre's Customer Relationship Management (CRM) system which holds details of the citizen's interactions with the Council. See details of the questions also at Appendix A.
- 2.6 There are a number of services that are not on CRM (Revenues, Benefits, Rents and Housing Repairs) but the views of citizens on the end-to-end service can be captured via analysis of the verbatim comments left in the text survey.
- 2.7 An outbound survey is also conducted by telephone with citizens who have no access to SMS or email. This survey focusses on the experience of the citizen with the 5 largest volume services in the Contact Centre of Revenues, Benefits, Housing Repairs, Waste Management and Rents. These results are combined with the results from the SMS survey.

- 2.8 Citizen satisfaction results are fed back to Customer Services on a monthly basis shown at an organisational level with the ability to drill down to individual Service Areas. Customer Services is also provided with detailed sentiment analysis of customer feedback showing both positive and negative commentary.
- 2.9 The Relationship Managers within Customer Services work with the Service Areas to develop Action Plans to address the areas of concern as identified by the feedback via the citizen satisfaction survey.

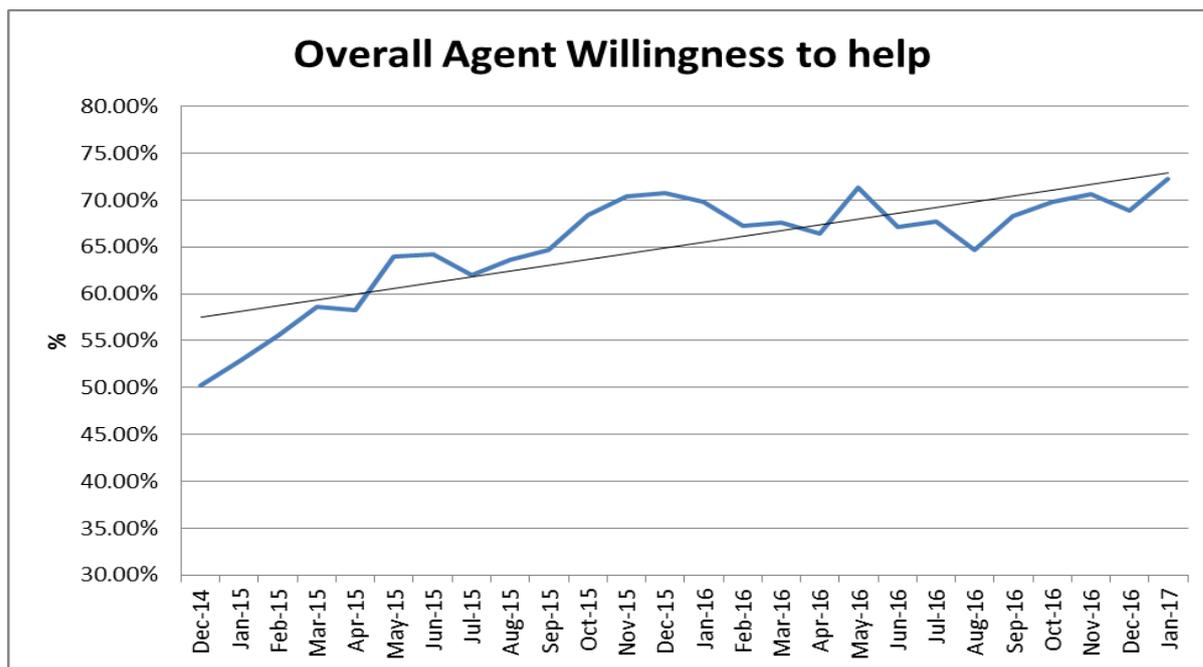
3. Customer Satisfaction as at January 2017

- 3.1 The customer satisfaction score is taken from the citizen’s response to the question “How satisfied are you with your overall experience of speaking with us?”
- 3.2 Customer satisfaction targets were reviewed as part of Divisional target setting for 2016/17. The Contact Centre is currently performing at 64.2% against what is considered to be an ambitious target of 67.1% at year end
- 3.3 A weekly call-back report enables Customer Services to learn of those citizens who have expressed dissatisfaction in their feedback. The citizens are then contacted by Resolution Champions within Customer Services to resolve the issue.

Overall satisfaction with the Contact Centre



3.4 Advisor 'willingness to help' is at 72% and a demonstrable improvement can be seen over the last 2 years. See chart below.

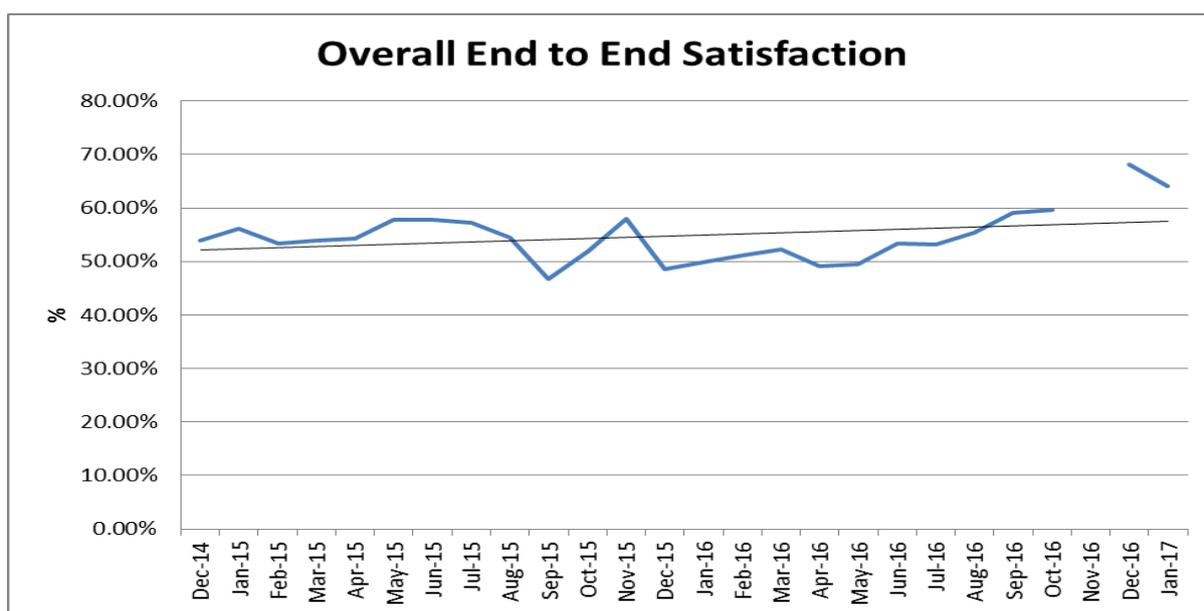


Advisor Willingness to Help

3.5 Advisors that receive good feedback from citizens in the customer satisfaction survey are thanked. An investigation takes place into any calls where a citizen reports dissatisfaction with an Advisor's attitude/soft skills

3.6 A further roll-out of soft skills training is taking place across the Contact Centre and a new process for managing complaints concerning Advisors has been put in in place.

4 End-to-End Citizen Satisfaction Survey



End to end citizen satisfaction survey

- 4.1 Satisfaction with end-to-end is at 63% in January 2017. An overall positive trend can be seen. There was a change to the survey made in 2016. End-to-end measurement of Housing Repairs was stopped in April 2016 following the removal of this service from CRM. The Housing Repairs service now conducts its own measurement of customer satisfaction through PDAs issued to its contractors.
- 4.2 There is a gap in the data for November 2016 however the survey recommenced in the December.

5. Conclusion

- 5.1 The survey results indicate that there has been a steady improvement in citizen satisfaction with Contact Centre services. An improvement in end-to-end satisfaction can also be seen. However, there are limitations to our existing collection, measurement and reporting of customer satisfaction and Customer Services is exploring alternatives.
- 5.2 The satisfaction surveys for the Contact Centre and end-to-end are funded to end of July 2017. A report is being prepared for CLT with options to improve the collection and measurement of customer satisfaction to address the areas outlined below before the renewal for the collection of data and analysis expires.
- we are unable to benchmark customer satisfaction against other local authorities.
 - the dependency on CRM as the source data for the email survey excludes non CRM services
 - citizen does not separate out their experience with the Contact Centre from end-to-end experience
 - monthly surveys provide insufficient time to measure impact of changes; citizens can experience survey fatigue; we currently do not measure online transactions
 - miss the silent majority – i.e. those that don't contact us
 - Volume returns are too low in some areas

Appendix A

SMS Survey Questions:

1. What was the reason for your phone call?
2. Did you try and use our website to resolve your query before calling?
3. Is this the first time you have contacted the Council about this query?
If No, how many times?
4. How easy was it to get through to talk to someone about your query?
5. How would you rate our advisor's willingness to help?
6. How easy was it to get your query resolved?
7. How satisfied are you with your overall experience of speaking with us?
Please tell us why you have scored us this way
9. What outcome did you expect when you contacted us about this service?

Email Survey Questions:

1. What was the nature of your request?
2. Did you use the website to make your request?
3. How easy was it to request what you wanted?
4. Were you informed of how long it would take to complete the work?
5. Did you have to contact the council again after you had reported your request?
If Yes, how many times?
6. How satisfied are you with the work the Council carried out?
7. How satisfied are you with your overall experience of dealing with the council?
Please tell us why you have scored us this way.
8. What outcome did you expect when you contacted us about this service?