

<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>16<sup>th</sup> March 2017</b>
<b>Lead Member/Officer:</b>	<b>Lead Member, Customers/ Head of Customers Communications &amp; Marketing</b>
<b>Report Author:</b>	<b>Service Improvement Manager</b>
<b>Title:</b>	<b>Customer Effort Dashboard</b>

**1. What is the report about?**

Provides information about a method by which customer feedback is currently being collected on behalf of Denbighshire, and collated into a Customer Effort Dashboard, providing the council with real time information about the customer experience and expectations which can be used to inform future service improvements.

**2. What is the reason for making this report?**

To provide background information to explain the need for the survey, how it works, what information it provides and how this will help improve service delivery.

**3. What are the Recommendations?**

For Scrutiny to be aware of the Customer Effort Dashboard and to regularly scrutinise the results and actions taken either as an appendix to the Your Voice agenda item, or as a standalone report.

**4. Report details**  
**Background**

The Customer contact centre has over 200,000 conversations with citizens a year and is therefore the largest touch-point the Council has with end users of Council services. By seeking their views immediately after they have contacted the Council we are able to gain more timely feedback on their experience, and intelligence gathered can more effectively fed back to services to identify potential improvements.

In order to assess whether we are delivering against our key values and vision as a Council, the Customers, Communications & Marketing Service has commissioned a 12 month contract for an external supplier, Ember Services Ltd, to undertake an independent analysis of our customers' satisfaction through the use of a survey.

The survey is text based and is sent to a random sample of citizens' mobile phones within 24 hours of them having called the Contact Centre in their preferred language. Frequent callers will only receive one request every 6 weeks. Within the text

message is a link to a website (optimised for mobile use) that asks the following questions:

What was the reason for your phone call?	Drop down list
Did you try and use our website to resolve your query before calling? -	Yes/No
Is this the first time you have contacted the Council about this query?	Yes / No
If No, how many times?	1 to 5, 5+
How easy was it to get through to talk to someone about your query?	Score 1 to 10
How would you rate our Advisor's willingness to help?	Score 1 to 10
How easy was it to get your query resolved?	Score 1 to 10
How satisfied are you with your overall experience of speaking with us?	Score 1 to 10
Please tell us why you have scored us this way?	Optional free text
What outcome did you expect when you contacted us about this service?	Optional free text

The survey results are benchmarked against other organisations and councils that are using the same survey method and against the Institute of Customer Service Satisfaction Index (CSI) – a comprehensive UK wide survey. This provides a high level understanding of how Denbighshire compares to other Local Authorities and how well we meet the expectations of our customers.

The practical actions required to improve our services, come from the analysis of customer comments. The sentiment of each comment and any reason for dissatisfaction will be established – this will highlight those areas that need improvement and what is required to be done to improve.

Over time, the trends will be monitored to ensure any improvements in customer services or in end service delivery are having a positive effect for our customer base. Please refer to *appendix 1* for results to date.

We are working with Ember to create a public-facing dashboard so that our performance will be publicly available.

We are also developing sophisticated analysis alongside our website statistics to identify which webpages require enhancement or development and to measure the potential for customers to want to self-serve.

*Appendix 2* provides information regarding our monthly Contact Centre call handling results (demonstrating an improvement in all areas over the last 12 months)

## **5. How does the decision contribute to the Corporate Priorities?**

It contributes towards 'Modernising the council to deliver efficiencies and improve services for our customers' by using customer feedback to improve service delivery and reduce customer effort in contacting the council.

**6. What will it cost and how will it affect other services?**

It costs £1,950 per month (paid to an external supplier); the first 12 months has been funded through the Modernisation Board.

Involves some staff intervention in terms of data analysis, customer call-backs and completing identified actions to improve customer service and delivery.

**7. What are the main conclusions of the Well-being Impact Assessment?**

*n/a*

**8. What consultations have been carried out with Scrutiny and others?**

Modernisation Board and CCM.

**9. Chief Finance Officer Statement**

*n/a*

**10. What risks are there and is there anything we can do to reduce them?**

*n/a*

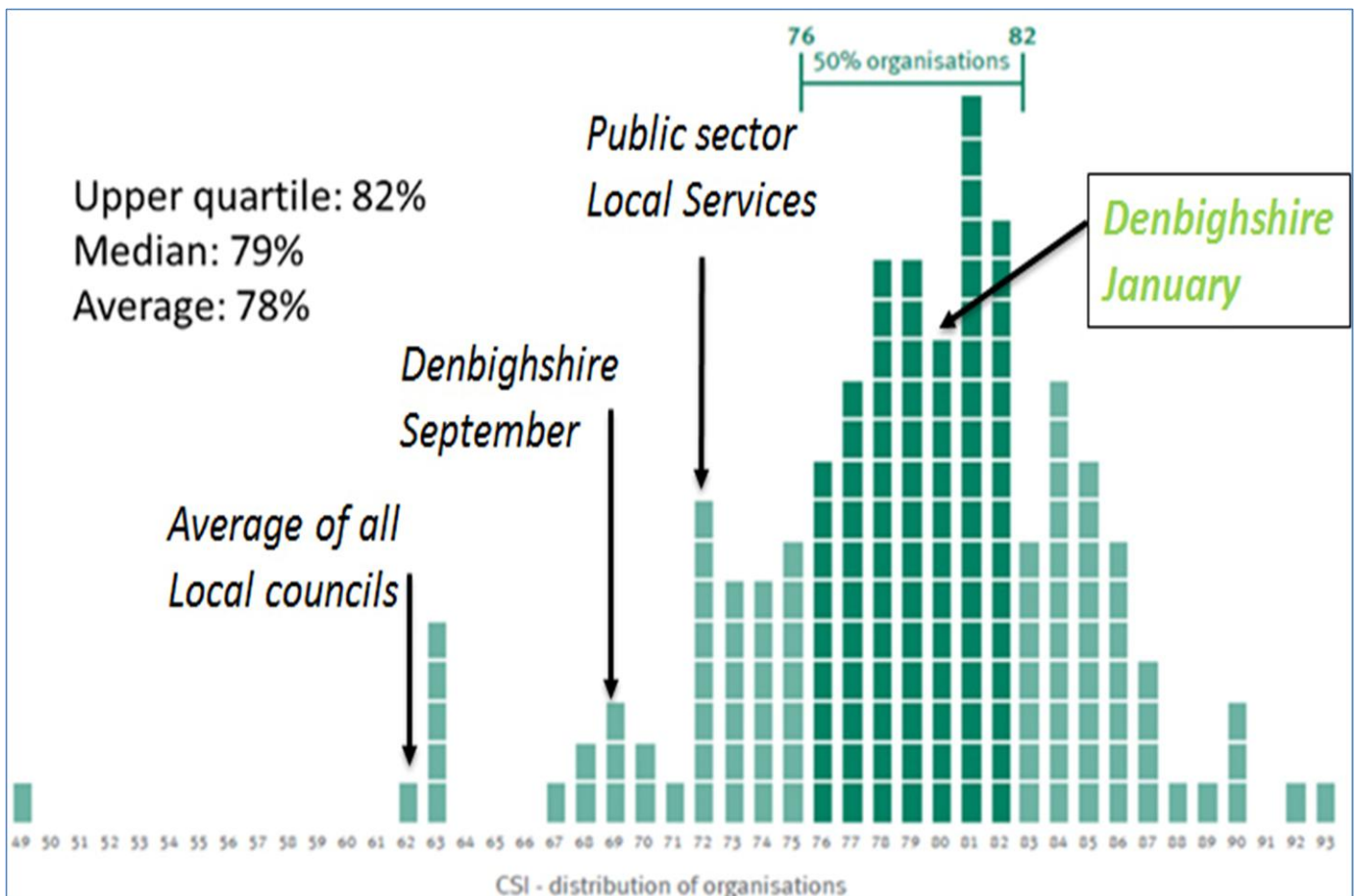
**11. Power to make the Decision**

*n/a*

## Appendix 1

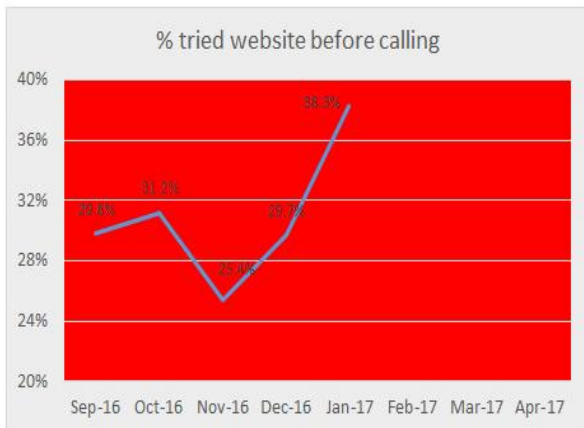
Results to date (September 2016 – January 2017):

Total surveys sent	8750	
Total surveys returned	831	= 9% this is a very high return rate
Total verbatim received (where customers add narrative to their feedback)	671	= 81% this is exceptionally high
No. of calls/transactions to date	1.73 per customer	



Customer Perception	Positive Comments	Lowest/highest
<b>Overall</b>	<b>63%</b>	<b>58%/70%</b>
<b>Agent Behaviour</b>	<b>82%</b>	<b>77%/86%</b>
<b>Service Area Resolution</b>	<b>46%</b>	<b>42%/56%</b>
<b>Met Expectations</b>	<b>56%</b>	<b>52%/58%</b>

# Survey Results



## DCC Analysis

(1<sup>st</sup> quarter September - November 2016)

557 survey responses received between 1 September and 25 November 2016.

133 respondents (24%) of respondents had unmet expectations (the rest had them met or did not comment).

No of respondents	Reason for unmet expectations
44	Wanted some advice or better advice than they received
39	Wanted their problem resolved and it wasn't
21	Wanted immediate resolution
18	Wanted more empathy
8	Wanted a straight-forward answer
2	Wanted a specific date/appointment/timeframe
1	Wanted DCC to keep to time

We identified 143 respondents who would benefit more a call-back from DCC, in the following groups :

No of respondents	Reason for call-back
76	Need information
37	Political
15	Long running issue
7	Health & Safety
6	Tried the website first
2	Urgent

These two highest scores suggest a correlation.

Off the 557 respondents, scores were as follows

No of respondents	How satisfied with experience? (1 - 10)
256	10
78	1
59	9
40	8
28	5
27	7
18	2
18	6
17	4

No of respondents	How easy was it to get query resolved (1 - 10)
262	10
89	1
41	8
38	9
31	5
30	7
24	6
13	2
12	4

No of respondents	Advisors willingness to help (1 - 10)
302	10
55	9
45	8
41	1
31	7
20	5
17	6
14	2
14	3

12	3
4	0

10	3
7	0

12	4
6	0

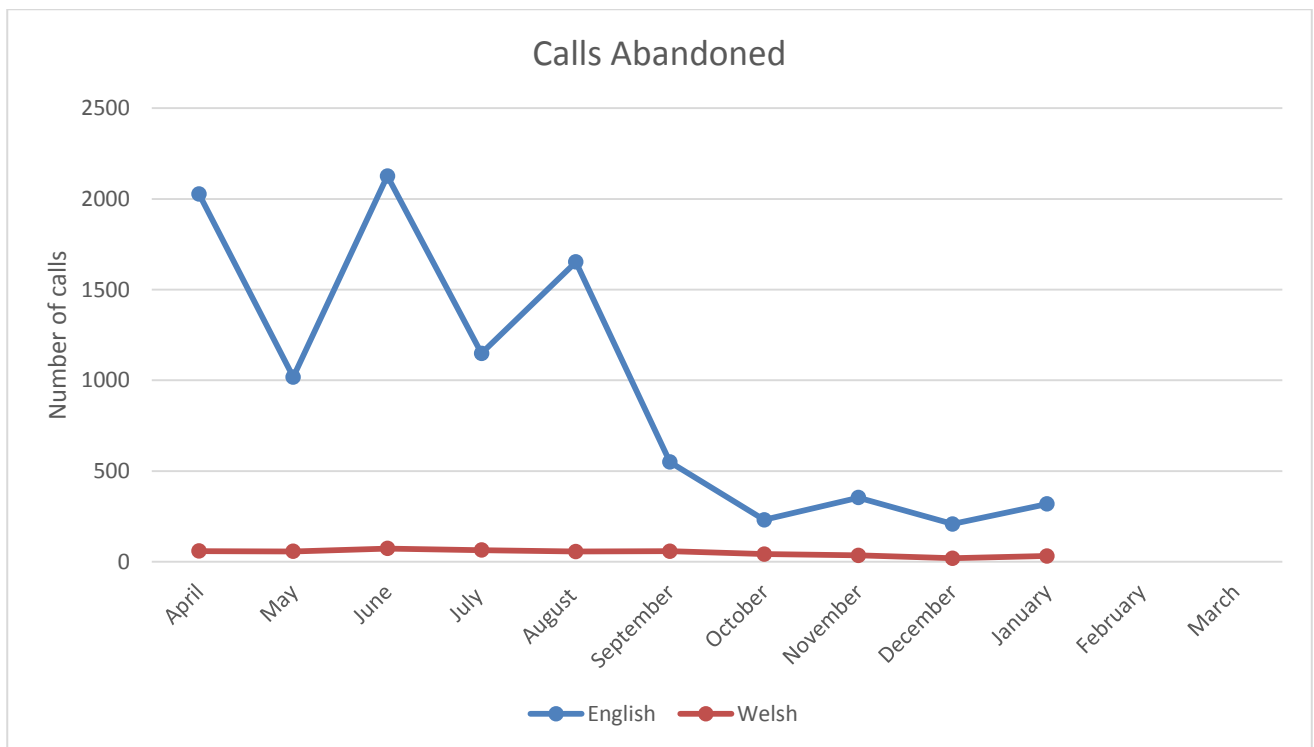
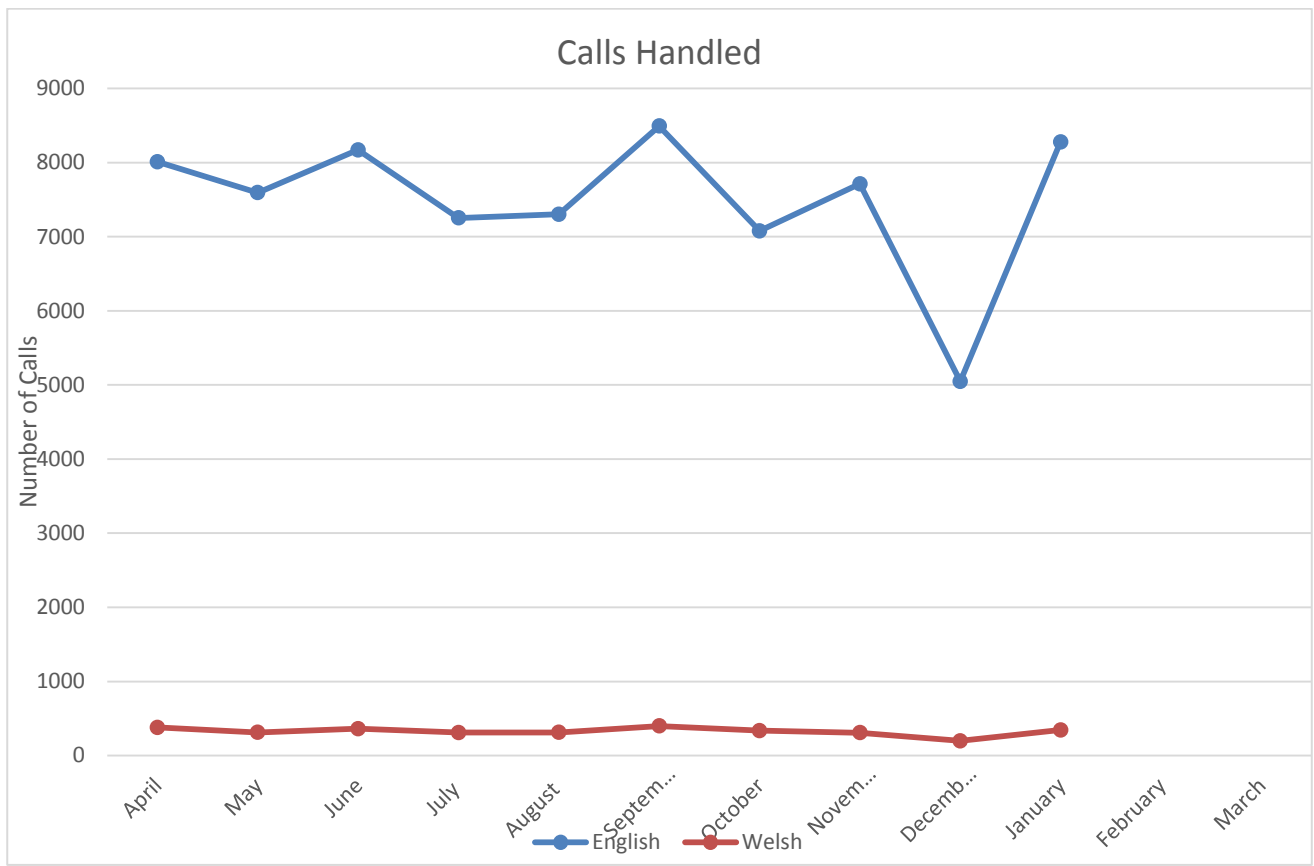
**94 of the verbatim rated experience and ease of resolve at equal to 3 or under.**

**82 of these had useful text feedback which was analysed as follows :**

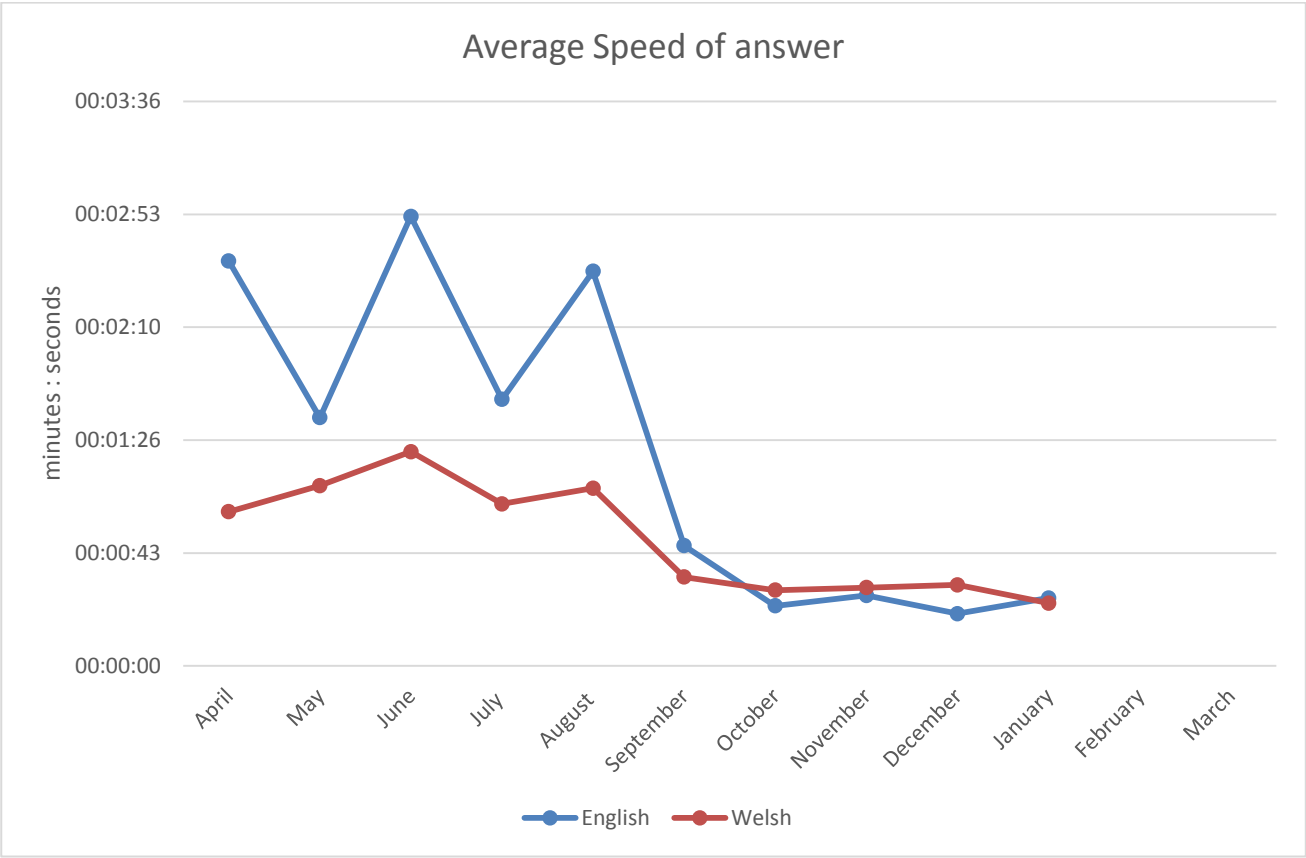
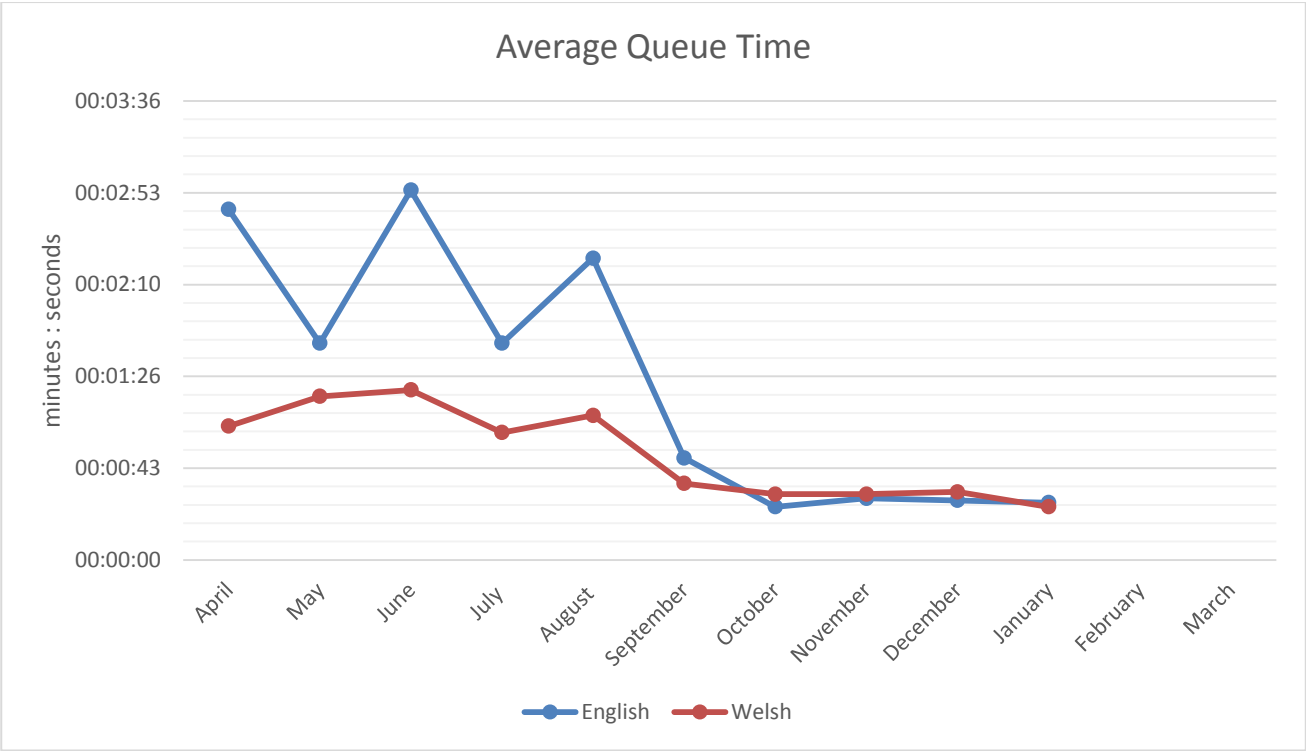
No of respondents	Area of dissatisfaction
31	Lack of contact
28	Lack of help
9	Fleet & Waste
6	Highways
3	Education
2	Misc
1	Benefits
1	Parking
1	Payments

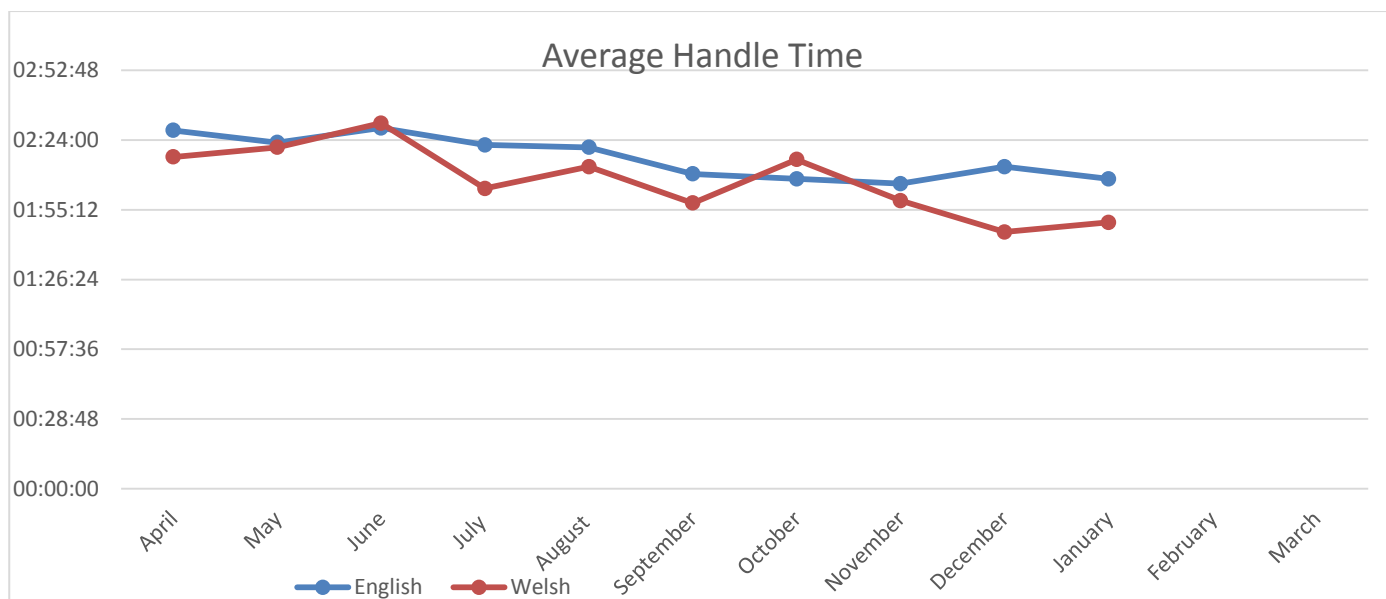
**This supports the earlier supposition that there is an issue around advice and information.**

## Appendix 2









- Vertical axis measured in minutes : seconds