

Appendix 1

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|-------------------------------|---|
| Report to: | Performance Scrutiny Committee |
| Date of Meeting: | 27th September 2018 |
| Lead Member / Officer: | Lead Member for Community Infrastructure/ Head of Customers, Communication and Marketing |
| Report Author: | Service Improvement Manager |
| Title: | Customer Effort Dashboard - Update Report |

1. What is the report about?

The report provides an overview of the Customer Effort and Customer Satisfaction results, together with examples of customer verbatim and suggestions for service improvement, in conclusion to customer feedback following their contact with the Denbighshire County Council.

2. What is the reason for making this report?

To enable the Committee to fulfil its scrutiny role in monitoring:

- a) the progress achieved in relation to developing the Customer Effort Dashboard
- b) and benchmarking the Customer Effort and Customer Satisfaction results for multiple customer facing council services, against the council's corporate results.

To provide the Committee with information regarding examples where customers have offered suggestions for improvements to council services.

3. What are the Recommendations?

Committee considers the content of this report and, if appropriate, identify any areas that require further scrutiny.

4. Report details

4.1 Background

Following a successful pilot in September 2016, Customers, Communications & Marketing Service continued to complete independent analysis of Customer 'Effort' and 'Satisfaction' rates, by seeking their views immediately after they accessed service using the Council's Contact Centre.

The survey results provided Denbighshire with a monthly:

- a) Customer Effort score – demonstrating how much effort customers have to go to, to transact with the Council (the lower the score the less effort is required) and a
- b) Customer Satisfaction score – including a breakdown of scores for each of 8 customer service 'behaviours'.

- c) Customer Comment Report - allowing analysis of customer verbatim to identify service improvement areas
- d) Customer Call-back report – allowing the service to ring customers and seek further information about how we ‘can do things better’
- e) Agent Feedback reports - customer feedback on the quality of the transaction detailed by specific agent who dealt with the call to as to reflect on their own performance and improve where necessary.
- f) Customer Facing webpage – published to members of the public via our website, together with examples of the feedback received - to view please visit:

<https://www.denbighshire.gov.uk/en/your-council/complaints-compliments-and-feedback/customer-satisfaction-results.aspx>

Over 12 months, analysis of this information identified 3 emerging themes as to why customers were not satisfied following their contact with the council:

- 1) Having being transferred or given a direct dialled number to ring the specific service requested, no one answered the phone.
- 2) Having left an answering machine message, the customer did not receive a call-back as requested.
- 3) Having had their enquiry logged onto the system, asking for a specific service to contact them direct, no call-back was received.

In response to the above, a ‘Better Telephony Project’ was implemented which involved enhancements to the existing telephony system enabling improved accessibility for customers – increasing their ability to ‘get to the right place 1st time’ when dialling the Councils main telephone number 01824 706000.

Customers can now make enquiries with 4 council services and up to 13 different sections, by dialling one direct telephone number.

Further to this and following a report early 2018, SLT agreed for the survey to be extended to other customer facing services which account for the highest volume of calls into the Council to explore further service improvements (*please see annex 1 for a list of service now being surveyed*)

April 2018, we held our first training workshop with service representatives (facilitated by the survey suppliers) after which time the first set of service specific results were published and benchmarked against the corporate results (*please see annex 2 for the latest survey results August 2018*)

An analysis of customer verbatim also confirm which areas are already performing well and which need further improvement

Highlights:

“I enquired about the SARTH housing register, I spoke to a lady who was extremely helpful, I received all the information required, completed the form, and I am delighted to have been offered a property - I move in next week, I couldn't be happier! Thank you DCC!!”

“Because the lady in school grants could not have been more helpful and understand and even said any problems give her a ring she really was perfect person to help me and if at all possible please can you pass on my gratefulness and say thank you to her”

Lowlights:

"I called to request information. The person whom I needed to speak was on holiday so I was told I would have to wait till they returned to resolve the issue as there was no cover in this area. I'm still waiting for that call"

"I reported a dead badger. The lady on the phone was lovely and said she'd contact the Trust to collect the body. However, the badger is still there and apart from a distressing sight there is the issue of flies and purification in this hot weather"

Long term trend analysis demonstrates that customers are now having to put less effort into contacting the Council to access the service they want, and in doing so they are more satisfied with the quality of customer services they received (*please see annex 3 for results*)

Future improvement areas have also been identified which will further reduce customer effort, increase customer satisfaction and ultimately reduce costs (*please see annex 4*).

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

The Customer Effort and Satisfaction Dashboard directly contributes to the corporate plan: Working together for the future of Denbighshire; and its emerging priorities.

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

Monthly fee which includes user support to make best use of the analysis and call-back report to maximise the potential to identify best practice and areas for improvement in service delivery.

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

This is a performance report and no decision is being sought to make any changes that would impact on staff or the community. Therefore a Well-being Impact Assessment is not required for this report.

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

Regular Scrutiny Reports.

9. Chief Finance Officer Statement

There are no obvious financial implications arising from the report.

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

N/A

11. Power to make the Decision

Sections 7.3 and 7.4.2(b) of the Council's Constitution outlines the Committee's remit and powers with respect of Services' performance.

Annexes

1. New Services from June 2018

| | | |
|-------------------|---------------|----------|
| Building Control | 01824 706717 | |
| Children Services | 01824 712200 | |
| Council Tax | 01824 706000 | Option 2 |
| Customer Services | 01824 706000 | |
| Housing | 01824 706000 | Option 3 |
| Benefits | 01824 706000 | Option 2 |
| Other | | |
| Planning | 01824 706727 | |
| School admissions | 01824 712698 | |
| SPOA | 0300 456 1000 | |

2. Customer Effort Dashboard breakdown by service

Customer Effort Dashboard Summary Report

Current Month - August 18

| Service | Volume | | | | Summary Survey Results | | | | | | Surveyable calls |
|---------------------|------------------------|--------------|------------------|---------------|------------------------|-----------------------|---------------------------|--------------------------|---------------------|-----------------------|------------------|
| | External Inbound Calls | Surveys Sent | Surveys Received | Response Rate | Customer Effort | Customer Satisfaction | Agent Willingness to Help | Did not meet Expectation | -ve Agent Sentiment | -ve Service Sentiment | |
| Building Control | 551 | 72 | 4 | 6% | 52 | 9.0 | 9.8 | 100% | 0% | 50% | 13% |
| Children's services | 715 | 71 | 2 | 3% | 3 | 10.0 | 10.0 | 0% | 0% | 0% | 10% |
| Council Tax | 2,310 | 475 | 38 | 8% | 21 | 8.1 | 8.9 | 14% | 6% | 28% | 21% |
| Customer Services | 3,911 | 831 | 127 | 15% | 30 | 8.2 | 8.6 | 39% | 6% | 30% | 21% |
| Housing | 1,085 | 187 | 12 | 6% | 38 | 7.5 | 8.7 | 50% | 0% | 36% | 17% |
| Housing Benefits | 1,428 | 165 | 18 | 11% | 3 | 9.7 | 9.6 | 0% | 0% | 0% | 12% |
| Other | 3,269 | 559 | 32 | 6% | 34 | 7.7 | 8.2 | 41% | 24% | 36% | 17% |
| Planning | 567 | 80 | 5 | 6% | 3 | 10.0 | 9.6 | 0% | 0% | 0% | 14% |
| Schools | 8 | 8 | 1 | 13% | 3 | 10.0 | 10.0 | 0% | 0% | 0% | 94% |
| SPOA | 1,604 | 99 | 7 | 7% | 39 | 6.7 | 6.3 | 50% | 0% | 33% | 6% |
| Grand Total | 15,448 | 2,538 | 246 | 10% | 26 | 8.2 | 8.6 | 32% | 7% | 27% | 16% |

Previous Months - from Mar 18

| Service | Volume | | | | Summary Survey Results | | | | | | Surveyable calls |
|---------------------|------------------------|---------------|------------------|---------------|------------------------|-----------------------|---------------------------|--------------------------|---------------------|-----------------------|------------------|
| | External Inbound Calls | Surveys Sent | Surveys Received | Response Rate | Customer Effort | Customer Satisfaction | Agent Willingness to Help | Did not meet Expectation | -ve Agent Sentiment | -ve Service Sentiment | |
| Building Control | 2,622 | 397 | 24 | 6% | 19 | 8.1 | 8.0 | 23% | 13% | 18% | 15% |
| Children's services | 3,754 | 362 | 26 | 7% | 67 | 5.5 | 6.5 | 89% | 20% | 71% | 10% |
| Council Tax | 11,971 | 2,365 | 244 | 10% | 32 | 7.3 | 7.8 | 32% | 27% | 38% | 20% |
| Customer Services | 21,823 | 4,115 | 679 | 17% | 32 | 7.7 | 8.4 | 40% | 14% | 34% | 19% |
| Housing | 13,575 | 1,835 | 201 | 11% | 42 | 7.1 | 7.8 | 52% | 17% | 45% | 14% |
| Housing Benefits | 7,599 | 1,030 | 62 | 6% | 31 | 7.3 | 7.9 | 33% | 9% | 33% | 14% |
| Other | 21,900 | 2,967 | 169 | 6% | 35 | 7.3 | 7.9 | 39% | 13% | 39% | 14% |
| Planning | 2,810 | 395 | 33 | 8% | 29 | 7.8 | 8.4 | 36% | 0% | 28% | 14% |
| Schools | 1,375 | 303 | 22 | 7% | 44 | 7.1 | 7.7 | 57% | 14% | 44% | 22% |
| SPOA | 8,047 | 489 | 61 | 12% | 39 | 7.4 | 7.9 | 52% | 16% | 38% | 6% |
| Grand Total | 95,476 | 14,258 | 1521 | 11% | 35 | 7.5 | 8.0 | 41% | 16% | 37% | 15% |

*Customer Effort demonstrates how much effort customers have to go to, to transact with the Council – the lower the score the less effort is required.

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|---------------|--------------|---------------|---------------|---------------|
| **Thresholds: | Green | 20% and below | Yellow | 20% – 35% |
| | Orange | 36% - 50% | Red | 50% and above |

3. Long Term Trend

Positive 12 month trends include:

| | |
|--|--------------|
| Customer Effort | 38% to 30% |
| Customer Satisfaction | 73% to 77% |
| Agent willingness to help | 81% to 82% |
| Calling the Council (after visiting our website) | static @ 30% |
| 1 st time resolution | 70% to 78% |
| Ease to resolve query | 69% to 74% |
| Ease to get through | 73% to 75% |

Based on these results, Denbighshire are above average for Councils across the UK

4. Future Improvements

- To reduce the number of phone calls into the Council – currently the council receives more than double the number of residents and more than 4 times the number of residential properties a year – this is high
- To increase the number of website visitors completing their transactions online – currently 30% of those visiting Denbighshire website resort to ringing the council in order to access the service they require – this is all about signposting, making the transaction easy and seamless.

Appendix 2

Customer Effort Dashboard Summary Report Quarter Two – 2018

| Service | Volume | | | | Summary Survey Results | | | | | | Surve yable calls |
|---------------------|------------------------------|-----------------|---------------------|------------------|------------------------|--------------------------|---------------------------------|--------------------------------|------------------------|--------------------------|-------------------------|
| | External Inbound Calls | Surveys Sent | Surveys Received | Response Rate | Customer Effort | Customer Satisfaction | Agent Willingness to Help | Did not meet Expectation | -ve Agent Sentiment | -ve Service Sentiment | |
| Building Control | 1,639 | 328 | 10 | 3% | 30 | 8.8 | 8.9 | 50% | 25% | 29% | 20% |
| Children's services | 2,301 | 281 | 13 | 5% | 65 | 5.9 | 6.9 | 80% | 33% | 73% | 12% |
| Council Tax | 6,754 | 1,911 | 144 | 8% | 19 | 8.5 | 9.0 | 19% | 6% | 23% | 28% |
| Customer Services | 12,784 | 3,326 | 443 | 13% | 32 | 7.8 | 8.4 | 41% | 13% | 33% | 26% |
| Housing | 9,161 | 799 | 48 | 6% | 45 | 6.8 | 7.3 | 57% | 30% | 46% | 9% |
| Housing Benefits | 4,445 | 685 | 42 | 6% | 11 | 8.8 | 8.9 | 12% | 8% | 9% | 15% |
| Other | 13,495 | 2,414 | 127 | 5% | 34 | 7.6 | 8.1 | 42% | 18% | 36% | 18% |
| Planning | 1,674 | 322 | 12 | 4% | 26 | 7.8 | 7.9 | 30% | 0% | 25% | 19% |
| Schools | 1,083 | 21 | 15 | 71% | 45 | 7.3 | 7.5 | 57% | 20% | 50% | 2% |
| SPOA | 4,630 | 438 | 31 | 7% | 40 | 7.1 | 7.3 | 48% | 22% | 45% | 9% |
| Grand Total | 57,966 | 10,525 | 885 | 8% | 31 | 7.9 | 8.3 | 38% | 14% | 33% | 18% |

Quarter One - 2018

| Service | Volume | | | | Summary Survey Results | | | | | | Surveyable calls |
|---------------------|------------------------|--------------|------------------|---------------|------------------------|-----------------------|---------------------------|--------------------------|---------------------|-----------------------|------------------|
| | External Inbound Calls | Surveys Sent | Surveys Received | Response Rate | Customer Effort | Customer Satisfaction | Agent Willingness to Help | Did not meet Expectation | -ve Agent Sentiment | -ve Service Sentiment | |
| Building Control | 1,553 | 312 | 17 | 5% | 18 | 8.1 | 8.0 | 20% | 0% | 15% | 20% |
| Children's services | 2,126 | 270 | 13 | 5% | 72 | 4.6 | 5.6 | 100% | 25% | 70% | 13% |
| Council Tax | 7,085 | 1,462 | 130 | 9% | 33 | 7.3 | 7.8 | 35% | 28% | 39% | 21% |
| Customer Services | 11,437 | 3,079 | 387 | 13% | 31 | 7.9 | 8.5 | 39% | 11% | 31% | 27% |
| Housing | 3,610 | 1,320 | 111 | 8% | 43 | 6.8 | 7.5 | 51% | 15% | 46% | 37% |
| Housing Benefits | 4,332 | 632 | 39 | 6% | 28 | 7.4 | 8.0 | 29% | 9% | 29% | 15% |
| Other | 10,880 | 2,153 | 96 | 4% | 34 | 7.6 | 8.2 | 39% | 12% | 38% | 20% |
| Planning | 1,701 | 304 | 18 | 6% | 21 | 8.3 | 9.1 | 25% | 0% | 18% | 18% |
| Schools | 209 | 237 | 14 | 6% | 42 | 7.0 | 7.6 | 50% | 17% | 45% | 113% |
| SPOA | 4,693 | 360 | 41 | 11% | 36 | 7.9 | 8.5 | 56% | 5% | 30% | 8% |

| | | | | | | | | | | | |
|--------------------|---------------|---------------|------------|-----------|-----------|------------|------------|------------|------------|------------|------------|
| Grand Total | 47,626 | 10,129 | 866 | 9% | 33 | 7.5 | 8.2 | 40% | 14% | 35% | 21% |
|--------------------|---------------|---------------|------------|-----------|-----------|------------|------------|------------|------------|------------|------------|

Quarter One vs Quarter Two – 2018

| Service | Volume | | | | Summary Survey Results | | | | | | Surveyable calls | |
|---------------------|------------------------|--------------|------------------|---------------|------------------------|-----------------------|---------------------------|--------------------------|---------------------|-----------------------|------------------|------|
| | External Inbound Calls | Surveys Sent | Surveys Received | Response Rate | Customer Effort | Customer Satisfaction | Agent Willingness to Help | Did not meet Expectation | -ve Agent Sentiment | -ve Service Sentiment | | |
| Service | 86 | 16 | -7 | -2% | 12 | 0.7 | 0.9 | 30% | 25% | 13% | 0% | |
| Building Control | 175 | 11 | 0 | 0% | -7 | 1.3 | 1.3 | -20% | 8% | 3% | 0% | |
| Children's services | - | 331 | 449 | 14 | -1% | -14 | 1.3 | 1.2 | -16% | -21% | -15% | -8% |
| Council Tax | 1,347 | 247 | 56 | 1% | 2 | 0.0 | -0.1 | 2% | 1% | 3% | 1% | |
| Customer Services | 5,551 | - | 521 | -63 | -2% | 2 | -0.1 | -0.2 | 6% | 16% | 0% | 28% |
| Housing | 113 | 53 | 3 | 0% | -16 | 1.4 | 0.9 | -18% | -1% | -20% | -1% | |
| Housing Benefits | 2,615 | 261 | 31 | 1% | 0 | 0.1 | -0.1 | 3% | 6% | -2% | 2% | |
| Other | - | 27 | 18 | -6 | -2% | 5 | -0.4 | -1.1 | 5% | 0% | 7% | -1% |
| Planning | 874 | - | 216 | 1 | 66% | 2 | 0.3 | 0.0 | 7% | 3% | 5% | 111% |
| Schools | - | 63 | 78 | -10 | -4% | 4 | -0.8 | -1.2 | -8% | 17% | 15% | -2% |

| | | | | | | | | | | | |
|--------------------|---------------|------------|-----------|-----------|-----------|------------|------------|------------|-----------|------------|-----------|
| Grand Total | 10,340 | 396 | 19 | 0% | -2 | 0.3 | 0.2 | -2% | 0% | -2% | 3% |
|--------------------|---------------|------------|-----------|-----------|-----------|------------|------------|------------|-----------|------------|-----------|

Trend

Positive trends between quarters:

| | Q1 | | Q2 |
|--|-----------|----|-----------|
| Customer Effort | 33 | to | 31 |
| Customer Satisfaction | 75% | to | 79% |
| Agent willingness to help | 82% | to | 83% |
| Calling the Council (after visiting website) | 28% | to | 29% |
| 1 st time resolution | 76% | to | 78% |
| Ease to resolve query | 72% | to | 75% |
| Ease to get through | 74% | to | 78% |

Actual scores and volumes between quarters:

| | Q1 | | Q2 |
|--|-----------|----|-----------|
| Customer Effort | 33 | to | 31 |
| Customer Satisfaction | 7.53 | to | 7.86 |
| Agent willingness to help | 8.15 | to | 8.35 |
| Calling the Council (after visiting website) | 13,335 | to | 16,810 |

| | | | |
|---------------------------------|------|----|------|
| 1 st time resolution | 7.60 | to | 7.80 |
| Ease to resolve query | 7.20 | to | 7.50 |
| Ease to get through | 7.40 | to | 7.80 |

**average mark scored for all surveys between score of 1 to 10 (10 being the highest score)