

Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	26 Sept 2013

PERFORMANCE FOCUS: CUSTOMER DISSATISFACTION

PURPOSE OF REPORT

1. To provide contextual information and initial questions for focus to the performance panel for performance in relation to customer dissatisfaction.

RECOMMENDATION(S)

2. That the context and questions be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance.

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

3. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	x

BACKGROUND

4. In its terms of reference, the overview and scrutiny performance panel agreed that at each meeting, as well as considering performance reports, the panel have the opportunity to focus in on any specific area of service delivery. The panel have identified customer dissatisfaction as an area for further scrutiny at the September meeting.
5. This report provides contextual information relating to customer dissatisfaction. This will enable the panel and relevant officers and Members to prepare in advance of the meeting.

PERFORMANCE CONTEXT

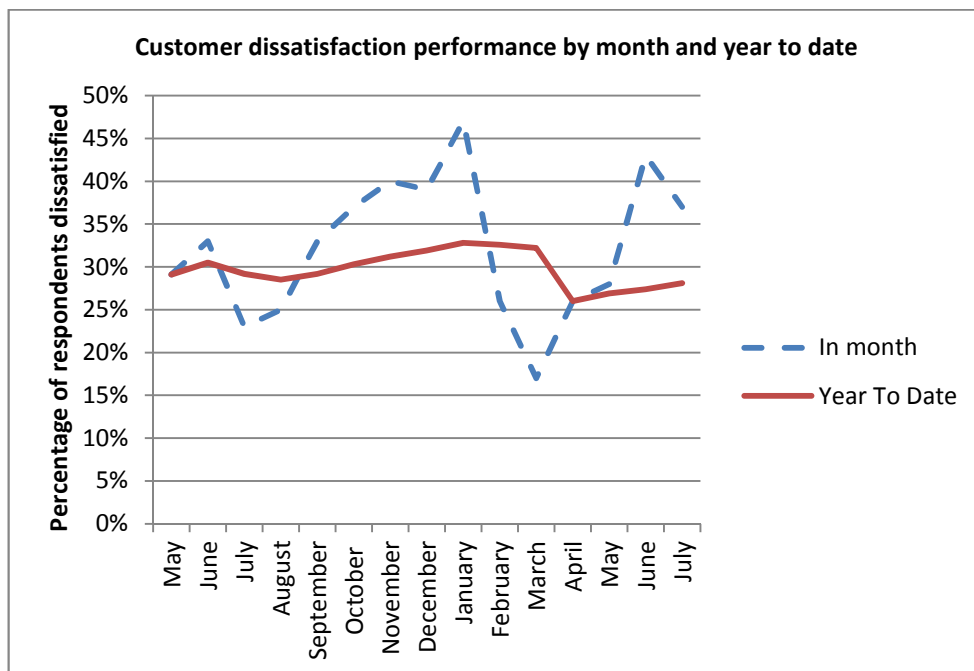
CUSTOMER DISSATISFACTION

Background

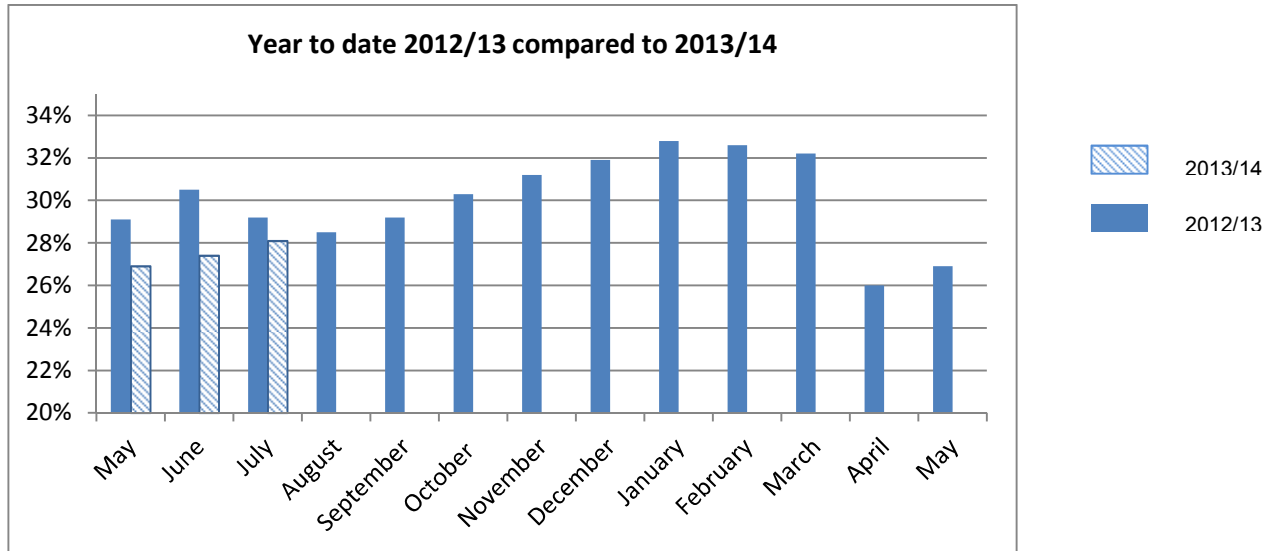
6. The new corporate strategy approved in November 2012 identifies customer dissatisfaction as a key measure of success. The measure was selected in order to focus in on those customers who are not happy and the reasons why as a more effective indicator of the organisations performance.
7. A challenging target of less than 20% customer dissatisfaction was set in order to reflect the council's ambitions rather than focussing on sustaining the same levels of satisfaction which had historically been high when using a face to face and telephone survey method.
8. In order to reduce the amount of staff time taken and increase the amount of information provided, an email survey replaced the previous face to face and telephone survey in May 2012. Although a more effective method of gathering customer feedback, it is considered that providing a response by email could result in a slightly more negative response than if feedback were provided to a person.

Performance

9. The indicator used to record customer dissatisfaction is '% of customers dissatisfied with the service they have received from the council.' The email survey is sent to customers following a contact with the council and asks them to state their overall satisfaction with the service in that particular instance. The table below shows the performance by month and year to date.



10. In May 2012, dissatisfaction was at 29.1%. By March 2013 the in-month figure had reduced to 17%. Fluctuations throughout the year resulted in a year to date performance of 32.2% at the end of 2012. Most recent figures show year to date performance at July 2013 to be 28.1% (based on 260 responses) in comparison to 29.2% at July 2012 (based on 212 responses). The table below compares year to date performance in 2012 with the first three months of 2013.



Reasons for dissatisfaction

11. When completing the customer satisfaction survey, customers are given the opportunity to give a detailed reason for their dissatisfaction and suggest what could have been done differently. A summary of reasons collated from recent survey responses is provided as at appendix 1.
12. The main reason for dissatisfaction identified by customers is that they did not receive a response or did not receive a response in a timely manner. The table below shows the percentage of customers each month that stated lack of response of follow up as the reason for their dissatisfaction.

Month	Dissatisfaction due to lack of response of follow up 2013/14
March	25%
April	53%
May	67%
June	50%
July	43%

Service standards

13. The current service level agreement (SLA) is for customer call backs to be completed within 2 working days and full response to email within two working days. Analysis shows that 68.65% of customer call backs are completed within the SLA. Those calls taking longer are often

accounted for by more complex queries which require liaison with external partners or involve a more difficult decision. Corporate visibility in relation to email contact is limited as often a single officer will receive and deal with an email in isolation.

14. As performance has been off target for several quarters, an action plan has been prepared detailing the steps being taken to improve performance. Actions include:
- The results of the satisfaction survey, including customer reasons and comments, continue to be reported to Strategy Group on a monthly basis and Information Exchange to enable Heads of Service to address any service related issues.
 - Service heads and managers have been challenged to make significant improvements over the coming weeks to ensure that customers are kept informed of progress.
 - The survey has also been optimised to ensure that respondents are able to quickly and easily give their views.
 - New technology currently in testing is soon to be made available via the website which will give customers the ability to track the progress of their query online.

QUESTIONS:

15. To support those involved at the meeting to prepare, and to aid discussion, some initial questions to be addressed are set out below:
- Performance at July 2013 has improved in comparison to July 2012.
 - What is the current situation, if known?
 - What has been impact of actions taken to improve performance to date?
 - How can corporate visibility of emails be improved to ensure that customers receive a timely response?
 - How is the sample selected for the survey and what is the overall response level?

IMPLICATIONS OF REPORT

16. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

17. No comments

COMMENTS OF THE MONITORING OFFICER

18. No comments

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Vicky Willett	5348	05 Sept 2013	Customer dissatisfaction performance focus

Appendix 1 – Customer reasons for dissatisfaction

Issue	Customer description	Service area
Street Cleanliness	The fly tipping I reported has not been dealt with and as I said at the time, it had become a focus for others to do the same. It has become so!	HEN
Parks and open spaces	Had the courtesy to reply to my E Mail, I have had no response of anyone at the council. Not impressed.	Streetscene and leisure contracts
Waste collection	Provided the right item requested	Waste management
Reported Japanese Knotweed on road verge in Chorley	An acknowledgement of receipt of my contact email through the website has been received. I don't know whether it has been ignored, standing in a queue or being dealt with. A professional approach would be at least to have made some sort of acknowledgement.	Streetscene and leisure contracts
Council Tax and Business Rates	There was no clear direction to where I could direct my query. I have had no response to my query, no acknowledgement of receipt or any timescale as to when I will likely receive a response. Very poor.	Revenues and Benefits
Bus Pass / Senior Railcard	Just one issue, Are questions all the questions on this Feed Back necessary? All we wanted was a discount code for two Senior Rail Cards. Your office could not do that and sent us to the Railway Booking Office in Chorley. They said we get a lot of these from CBC, they are wrong go back and tell them they issue a code for this reduction. It wasn't important we paid the full price for one card and got a reduction for one on the Internet	Customer Services
Other	Respond to my e mail I have not heard anything for almost 2 weeks. Will be following this up immediately.	
Over grown trees on crueden valley park falling in our garden	Nobody has bothered to answer my query, forget about resolving it. Better would be to have done something, like taking a look at the issue!	Streetscene and leisure contracts
Waste Collection (refuse and recycling)	You still haven't delivered the bins requested in Oct 2012. No one has contacted me I have had to ring or contact on line 5 times & despite promises, nothing has happened.	Waste management
Benefits	Fairly Dissatisfied	Revenues and benefits
Waste Collection (refuse and recycling)	I have not yet received the replacement recycling green box.	Waste management
Waste Collection (refuse and recycling)	sorted out the problems & kept the public informed	
Waste Collection (refuse and recycling)	I received an email saying my "missed bin" collection had been completed. I didn't understand what this meant as my bin had still not been emptied. I replied to this email and was told the case had been reopened as I was disputing my bin had been emptied. Next day another email asking which colour bin it was (this was in original web notification). I then phoned and the advisor apologised for the confusion and said it would be emptied within 48 hours. It is now 4 weeks this Friday and it still hasn't been emptied. Fortunately we don't have a lot of green rubbish as we try to recycle but it does smell a lot, and blocks our drive at the front. Very inefficient dealing with a missed bin and why was it missed anyway. Put out with all other bins on correct day.	
Waste Collection (refuse and recycling)	Emptied the bins	Waste management
Tree Problem	You could have responded to my email, for a start!	Streetscene and leisure contracts
Query re building rubble on canal side	Not had any kind of response as yet!	
Waste Collection (refuse and recycling)	Its an issue with blue bins that has been going on for some time and despite numerous complaints nothing changes. You also said on two occasions you would contact house owners about them collecting their bins but this has never been done	Waste management
Waste Collection (refuse and recycling)	Delivered the Recycling bin that I ordered or informed me when it may arrive rather than just send an automated mail telling me my request had been actioned	
Waste Collection (refuse and recycling)	Could have let me know that the day you arranged had been changed from Tuesday to Wednesday	
Planning	I have received no return contact	Planning
Waste Collection (refuse and recycling)	This is the second request for the pod to be delivered and the second survey and I still do not have the item	
Environmental Health	Sorted my issues out	
Waste Collection (refuse and recycling)	APART FROM THE INITIAL CONFIRMATION OF EMAIL BEING RECEIVED I HAVE HEARD NOTHING SINCE	
Planning	replied	Planning
Waste Collection (refuse and recycling)	Respond to my additional comments posted on the link	
Street Lighting	Problem should have been fixed and wasn't	