

Registers of Scotland

RoS BAU Board

13 June 2023

Spring Customer Survey Results Update For Noting

Purpose

1. To advise the EMT of our spring 2023 customer satisfaction survey results and our customer effort score. The paper will also address the main insights these provide and how these and the data will be shared with RoS colleagues to inform our business actions and prioritisation.

Recommendation

2. That EMT notes:
- I. Our professional score is 79.7 (+1.4), our citizen score is 87.8 (-3.3) and our combined score is 82.2 (+0.9)
 - II. The customer insights the movement of our scores provide.
 - III. The proactive dissemination of this information throughout the key business areas
 - IV. The ambition to increase participation in the autumn survey across both customer groups.
 - V. Communication plan to be developed to share results and maximise awareness and the positive impact from these results, both internally and externally.

Background

3. One of the benefits that RoS has as a member of the Institute of Customer Services (ICS) is their business benchmarking survey. This aids us in benchmarking our performance with other similar organisations in the public and private sector and allows us to monitor our improvement in customer services across RoS. The business benchmarking survey enables RoS to capture customer satisfaction levels and customer effort scores.

4. Following the autumn 2022 survey one of our aims was to improve our participation and completion rates for both our professional and citizen surveys to ensure that our results continue to fairly represent our customer base.

5. Salesforce is RoS' customer relationship tool of choice. This database allows us to determine which professional and citizen customers have used our services. Our professional customers are divided by size and firm, type of firm, role in the organisation as well as seniority in the firm. This allows us to ensure that the telephone surveys completed reflect a proper cross section of our professional customer base. This is of course within GDPR requirements.

6. There are three methods in which we gather survey responses:

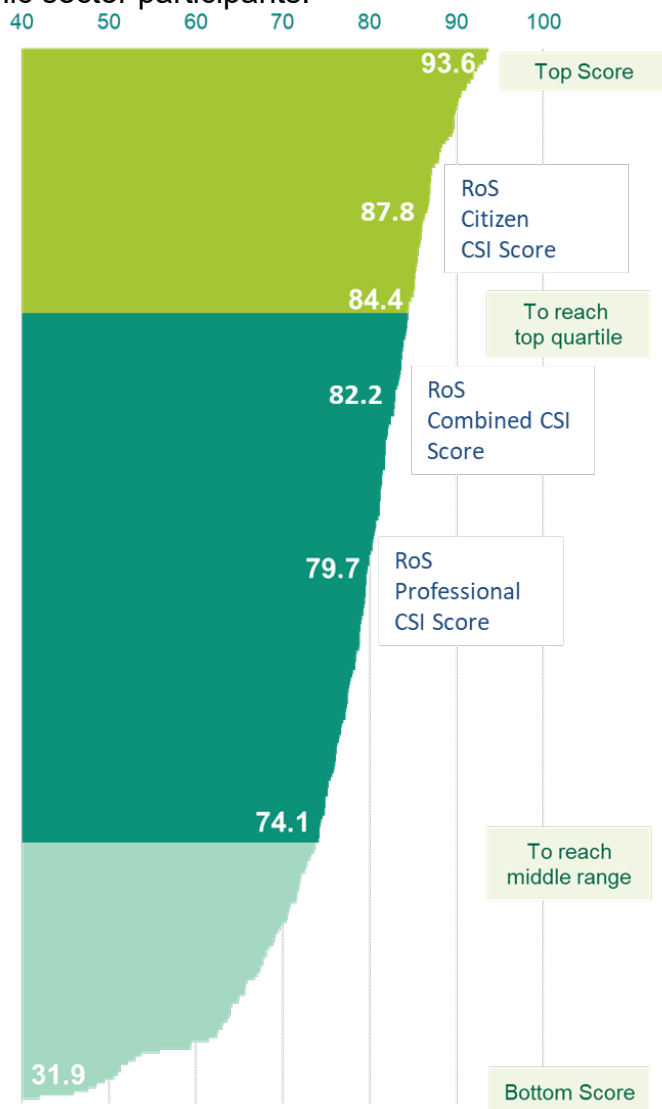
- I. A database of over 2000 professional customers is sent to Progressive (research company) who are targeted to generate 300 responses via a telephone survey.
- II. A separate segment of the database including professional and citizen customers are sent an email request via the Institute of Customer Services to complete.
- III. The customer experience teams ask any customers by telephone and email if they would complete the survey.

7. In spring 2023 this approach generated the following responses that resulted in an increase on autumn 2022:

- I. 369 professionals; 305 via telephone survey, 30 via email link and 34 via customer services link.
- II. 168 citizens; 66 via email link and 102 via customer services link.

Customer satisfaction index scores – high level findings

8. Below is a graph showing the customer satisfaction scores (CSI) RoS received in our surveys from our professional customers (79.7) our citizen customers (87.8) and the combined score (82.2). This graph is generated by the ICS and covers private and public sector participants.



9. Our CSI for professional users of our services rose from 78.3 in autumn 2022 to 79.7 in spring 2023. This remains ahead of our KPI target range which was to reach 78.0 by spring 2023 and to increase by 0.5 to 1.0 going forward until we exceed 80.0. As a result of these scores, our KPI target range has now been updated to achieve a satisfaction score of 80.5 - 81 by March 2024.

10. Our CSI for citizen users of our services declined from 91.1 in autumn 2022 to 87.8 in spring 2023. This is a decrease of 3.3 which at first seems like a big drop. However, analysis of the data shows that the satisfaction scores have decreased across all metrics clearly showing there is not a key driver for this decrease. It is my opinion that as we push up participation rates by citizens, we are capturing a better and more realistic cross section of our citizen customers and in turn a clearer reflection of their satisfaction levels. This will be monitored and cross referenced with our citizen data sources and we will strive to continue to increase our participation levels. In the next survey I have set a target response range of 150-175 and I intend to review this each survey.

11. The ICS publish the UKCSI national scores and results in January and July every year. You can get a copy of the January 2023 report [here](#). The public sector average is 75.1 (this has declined slightly by 0.2) and for all sectors the average is 77.7 (this has declined by 0.7). Both our professional (79.7) and citizen (87.8) scores sit above the UK sector and public sector averages.

12. We are also able to compare ourselves directly with other similar organisations in the public sector national category. We remain in the Top 3 when comparing to other public sector organisations across all our scores. There is a graph at Annex A that illustrates this.

Customer satisfaction index (CSI) Professionals – high level findings

13. The top 5 satisfaction reasons cited by professionals are:

- I. Helpfulness of Staff
- II. Product/Service Range
- III. Billing/Invoicing
- IV. Product/Service Quality
- V. Ease of Using the Website

Product/Service Quality satisfaction has improved by 0.3 in spring 2023 compared to autumn 2022 bringing it up into the top 5 satisfaction reasons.

14. The bottom 5 satisfaction reasons cited by professionals are:

- I. Keeps Promises
- II. Ease of Contact
- III. Makes you feel Reassured.
- IV. Speed of Service/Response
- V. Designs the Experience around its Customers.

15. When looking at the comments left by professionals, a quarter of the comments are negative. We have continued to see an increase in the negative comments specifically relating to longstanding open casework. In autumn, 49 per cent of negative

comments were about longstanding open casework and this has risen to 70 per cent in spring.

16. We continue to do analysis work on these comments and when looking specifically at the question relating to what customers would like to see us improve, we are able to once again draw the conclusion that whilst customers are unhappy with longstanding casework, the mitigations we have put in place are working. Our investments to support customers and reduce pain points, such as expedite, and the level of support offered by RoS is maintaining customer confidence in our delivery of our open casework strategy. This can be seen in an improvement to the CSI of those customers specifically referencing open casework as a reason for dissatisfaction. (72.9 in spring vs. 70.0 in autumn).

17. In line with RoS' bottom satisfaction reasons, those that have mentioned open casework in the improvement comments are most dissatisfied with; speed of service/response, being kept informed and ease of contacting the right person.

18. Within the Customer Experience business area, we have introduced several actions to further support improvement in keeping customers informed about open casework. These include:

- I. Trialling free data reports that will allow customers to keep track of their casework.
- II. New more reassuring communications about open casework enquiries tailored by customer group.
- III. Supporting customers via the expedite service and giving them certainty that their application will be completed within the timescale they need it to.

19. We will track these measures so we can see if there is a correlation to improved scores in these areas in future surveys.

20. Workshops with business leads have been planned to investigate how we can make improvements to the areas that customers have highlighted in their comments. We have categorised the comments provided and analysed current CSI for these customers. This will help us to prioritise and target improvements in the future. As mentioned above, open casework is referred to the most in the improvement comments accounting for 30 per cent of comments, with no others accounting for more than 10 per cent, See Annex C for the breakdown.

21. Monitoring the link between the levels of satisfaction expressed by those who have been working in conveyancing for 10 years and over, and those who are new or who have been working for fewer years, continues to show us that satisfaction levels with RoS are higher with those who have worked with us for less time. In the segment up to three years, satisfaction levels are 88.4 whilst those working for over 10 years, have a lower CSI of 77.5. This is vital information that can help us to shape customer communication and support going forward.

22. The number of professional customers who experienced a problem or bad experience has decreased to 20 per cent this spring, down from 29 per cent in autumn. In addition, those who contacted RoS about the issue have decreased to 15 per cent, down from 19 per cent in autumn. ICS class those who have contacted RoS about a problem or bad experience as a complaint and these customers unsurprisingly have

a lower CSI of 66.6. However, when looking at customers who contacted specifically about a complaint you see a rise in their CSI to 81.2 which is higher than our professional score. This suggests that despite having a reason to complain, the customer service they receive to resolve the issue is to a high standard.

Customer Satisfaction Index (CSI) Citizens – high level findings

23. The top 5 satisfaction reasons cited by citizens are:
- I. Competence of Staff
 - II. Helpfulness of Staff
 - III. Billing/Invoicing
 - IV. Ease of Contact
 - V. Explains Information Clearly

Ease of Contact was in the bottom 5 satisfaction reasons in autumn 2022.

24. The bottom 5 satisfaction reasons cited by citizens are:
- I. Price/Cost
 - II. Ease of Using the Website
 - III. Designs the Experience around its Customers.
 - IV. Keeps their Promises.
 - V. Being Kept Informed

25. Citizens don't refer to open casework in the same way that our professional customers do. Just five per cent of citizens mention open casework when asked about what they would like to see us improve with over half of citizens not citing anything. The main focus of improvements from citizens is with our digital offering, with 13 per cent citing improvements to our digital services, half of these mentioning our website. We already know that the website could be more user friendly for our citizen customers and so we should see a decline in these comments once initiatives to improve it are in place. A table in Annex D shows the full categorisation outcome and corresponding CSI for citizen improvement areas.

26. The majority of citizen customers contacted regarding an enquiry (60 per cent) and these customers had the highest CSI of 93.1. This again shows that customers are getting what they need when they contact and have no further queries/issues. However, CSI dramatically drops when customers are contacting to check the progress of an application to 59.3. With this in mind we will work with customer communications in our April workshop to understand ways in which we can communicate with citizens regarding their applications, where possible.

Customer Effort Score

27. The customer effort score (CES) from the survey has just been reported in our Corp plan as a KPI to achieve a score of less than 3.4 by March 2024 and is used as a health measure based on the question:

“How much effort did you have to make to complete your transaction, enquiry or request on this occasion” (1-10 scale). A lower score signifies less effort required on the part of the customer.

28. Our CES continues to demonstrate how easy our customers find it to do business with RoS. In spring 2023 our professional customers said that our CES was 3.2, a slight improvement from autumn which was 3.4. Our citizens give a slightly better CES – 3.1 (a slight decrease from autumn which was 3.0). For context the chart in Annex B shows how well we compare to both public and all sector scores.

29. Unsurprisingly, with both our customer groups, those with a CES over 4 have a lower CSI than those who have an CES 3 or under. For professionals with a CES under 3, their CSI is 83.3 and for citizens with a CES under 3, their CSI is 95.4. This indicates that the investment RoS has made and continues to make in User Led Design and Digital alongside self-serve solutions is what customers want and is reflecting positively in our CES.

Next Steps

30. A series of interactive workshops are scheduled from 17 April with business leads who will be presented with the survey results and findings. These workshops will help us to formulate potential improvements by gaining business insights, which will in turn help us to improve our services and this should be reflected in an improved CSI. We will also plan the best way to cascade our results and future plans to other colleagues throughout the business for their suggestions and feedback so that they are engaged and empowered to continue their hard work.

31. Following the workshops, we will work closely with the Communications team to map out the best way to communicate our survey results both internally and externally. This will be alongside communicating any changes that we are going to make following the feedback from the survey. This will involve releasing initial communications to thank customers for their responses and highlight any immediate changes we can make, followed by a more comprehensive update regarding any changes that have been made.

32. In addition to this, following the creation of the RoS Customer Insight map (see Annex F) we will be able to gain sight of and pinpoint any impact the changes that RoS has made by monitoring the customer voice across our various sources of insight. This will enable us to track the impact of changes continuously without having to wait for the next survey. This information will help to support our impact analysis as we introduce new measures to reduce the open casework.

33. 'Other' contact reasons account for 50 per cent of the contact reasons provided by professional customers when filling out the survey. In order to gain better knowledge, the Customer Insight Manager proposes to use the Salesforce data and call data to define accurate contact reasons to use in future surveys. This will enable us to interrogate the data further to better understand customer frustrations depending on their enquiry. In conjunction with this we can use the exercise to ensure our IVR is as user friendly for customer journeys as possible by noting down what options they have pressed and if they have been routed to the right department for their query.

34. We are working towards ICS accreditation and are aiming to be accredited by the end of 2024. This will enable us to be part of the wider UKCSI and benchmark our combined score against UK public services. However, we will continue to report and interrogate our professional and citizen scores separately alongside the combined score as we know our two customer bases are very different and have different needs. This approach was discussed and approved by the RoS Board in December 2022.

35. We are working with other Scottish organisations who are members of ICS to create a working group which will enable us to share best practices and learnings from our CSI results. The first meeting was held at RoS in March and will be held every quarter, facilitated by ICS.

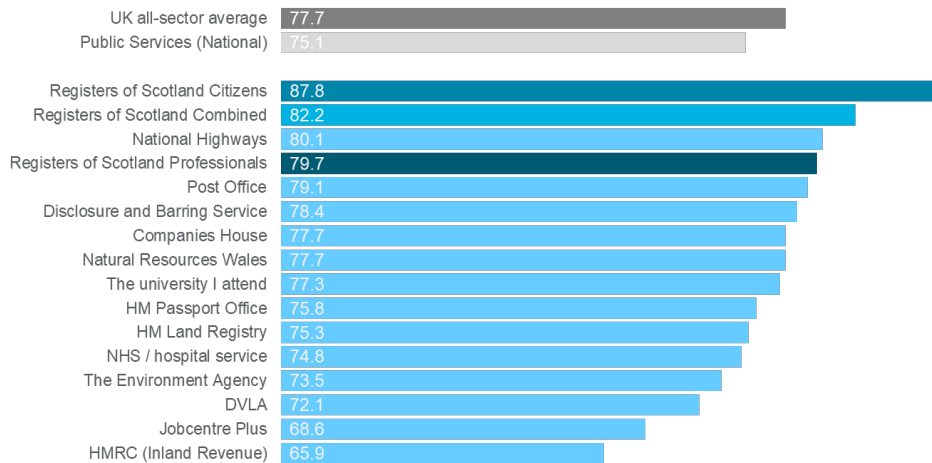
36. In the most recent survey, there were instances of mis-reporting of figures by ICS. To prevent this from happening again we are introducing a more robust process. A reporting spreadsheet of CSI and CES scores for professional and citizen customers will be created and owned by myself. Scores will be added then cross checked by the Web Analyst and then signed off by the Head of the Customer Improvement team. This will then be sent to ICS to verify before being passed to BIA for circulating and reported on by RoS.

Conclusion

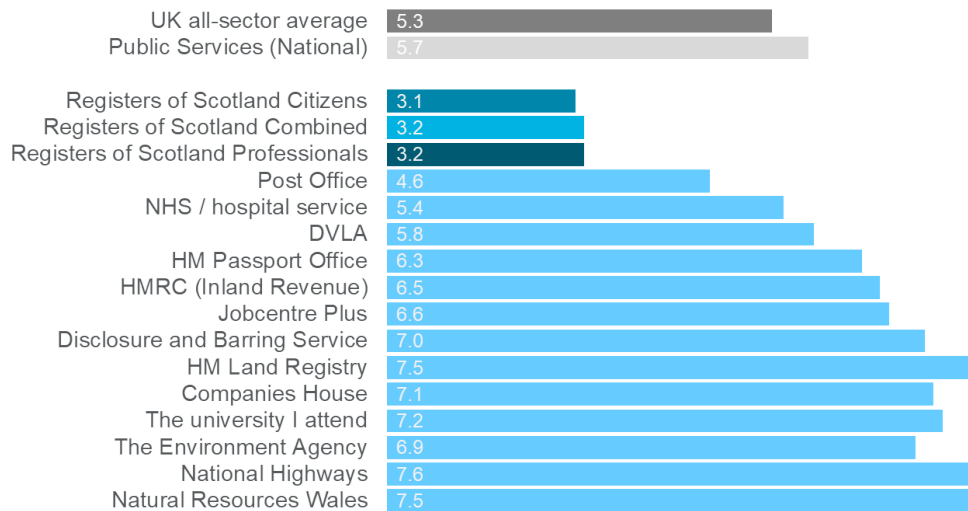
37. Our customer satisfaction continues to trend in the right direction for our professional customers and for our CES. Whilst the citizen score has declined and will be monitored closely, we are still well above the public and UK all sector averages.

Customer Insight Manager
Customer and Product Directorate
17 April 2023

Annex A – RoS' scores compared to other national public bodies



Annex B – RoS' Customer effort Score compared to other national public bodies



Annex C – Professional improvement comments, categorisation

| Improvement Category | % | CSI |
|-----------------------------|----------|------------|
| Open Casework | 29.8% | 72.9 |
| Contact Methods | 8.4% | 77.7 |
| Digital | 6.2% | 81.0 |
| Process | 4.6% | 78.2 |
| Enquiry Response | 4.3% | 81.9 |
| Rejection Reasons | 4.3% | 82.6 |
| Updates | 3.8% | 80.2 |
| Payment | 2.7% | 81.4 |
| Consistency | 2.7% | 72.2 |
| Pre Reg Enquiries | 1.9% | 79.9 |
| ScotLis | 1.9% | 77.4 |
| Staffing | 1.6% | 60.6 |
| Customer Training | 1.4% | 90.0 |
| Survey | 0.5% | 88.2 |
| Data | 0.5% | 58.9 |
| Comms | 0.3% | 71.0 |
| Other | 1.4% | 78.3 |
| N/A | 24.7% | 89.7 |

Annex D – Citizen improvement comments, categorisation

| Improvement Category | % | CSI |
|-----------------------------|----------|------------|
| Digital | 12.5% | 88.4 |
| Contact Methods | 6.0% | 85.6 |
| Open Casework | 5.4% | 60.8 |
| Payment | 4.8% | 90.0 |
| Enquiry Response | 3.6% | 64.4 |
| Customer Knowledge | 3.6% | 71.5 |
| Process | 3.0% | 86.8 |
| Staff | 1.8% | 57.6 |
| Updates | 1.2% | 49.5 |
| Transparency | 0.6% | 24.0 |
| Comms | 0.6% | 88.3 |
| Data | 0.6% | 90.5 |
| Other | 1.8% | 93.5 |
| N/A | 54.8% | 95.2 |

Annex E – Categorisation glossary

- I. Open Casework – any reference to longstanding open casework
- II. Contact Methods – any reference to ways customers can get in touch with RoS
- III. Digital – any reference to digitalisation, online services and RoS’ website
- IV. Process – any reference to the way RoS does things and guidelines customers have to follow
- V. Enquiry Speed – any reference to waiting periods when customers are making enquiries
- VI. Rejection Reasons – any reference to rejections
- VII. Updates – any reference to customers being kept informed regarding their application and/or enquiries
- VIII. Payment – any reference to billing, invoicing or cost
- IX. Consistency – any reference to RoS keeping consistent across multiple enquires/applications
- X. Pre Reg Enquiries – any reference to the redundant pre reg enquiries service
- XI. ScotLis – any reference to ScotLis
- XII. Staffing – any reference to RoS staff
- XIII. Customer Training – any reference to resources for customers to aid using RoS’ services
- XIV. Survey – any reference to the UKCSI survey
- XV. Data – any reference to data and the LPD team
- XVI. Comms – any reference to communications from RoS to customers
- XVII. Transparency – any reference to RoS being open and transparent with customers

Annex F – Customer Insight Map

