

Registers of Scotland

Board

13 December 2022

Customer satisfaction with RoS' services and support

Purpose

1. To advise the Board of our approach to obtaining our customer satisfaction scores and our customer effort score, the insights these provide and how this informs our business actions and priorities.

Recommendation

2. That the Board agree with the strategic direction for our customer satisfaction index (CSI) score, which is to increase the professional score by 0.5 to 1.0 each year until it exceeds 80.0 and then maintain a score above this. The benchmark for this key performance indicator score will be reviewed on an annual basis and again when the longstanding open casework is all under two-years old.

3. That the citizen CSI benchmark is set as a range between 89.0 and 91.0.

4. That we maintain a customer effort score of between 3.0 and 3.5 and keep this as a health measure.

Background

5. RoS became a member in 2020 of the Institute of Customer Services (ICS) to gain access to a range of key improvements tools and professional advice to aid us in our continuous improvement in customer services across RoS. A key benefit of membership is access to the business benchmarking survey used by the ICS and their members to gauge customer satisfaction levels and customer effort scores.

6. Their survey has been carefully devised to capture customer satisfaction across the UK business sectors and allows organisations like RoS to benchmark ourselves directly with leaders in each sector as well as the members of our sector – national public bodies.

7. The survey consists of 50 questions, with participants able to record a score between 1 and 10 to show how satisfied they are with 10 being the most satisfied. There are also a number of opportunities for the customer to comment to explain their scores and offer suggestions for ways that RoS could improve.

8. The questions are based around gaining insight across 26 metrics that are based around the five key areas of customer priorities:

Experience	Measures the quality of customers' experiences and interaction with organisations
Complaint Handling	How organisations respond and deal with problems and complaints
Customer Ethos	Extent to which customers perceive that organisations genuinely care about customers and build the experience around their customers' needs.
Emotional Connection	The extent to which an organisation engenders feelings of trust and reassurance
Ethics	Reputation, openness and transparency and the extent to which an organisation is deemed to "do the right thing".

9. As this was a significant change in approach and would be a far greater time burden on our customers to participate, in December 2021 we carried out a pilot survey. This allowed us to get a proper feel for the practicalities around running the survey, the impact on our customers and the insights it could produce.

10. The main findings from this pilot were that:

- I. we needed to retain telephone interviews to ensure completion rates were above 200 and so statistically significant,
- II. we needed to segment our customer base to ensure we got a fair overview of our customer mix represented in the results and in the feedback,
- III. we could proactively issue this survey to our citizen customers during the same time period
- IV. to allow for clear comparison with the UK Customer Satisfaction Index we would also run our survey in spring and autumn instead of each quarter.

11. We use Salesforce as our central customer database and this is used to segment and generate a spreadsheet of around five thousand of our recently active customers. Our business customers are divided by size of 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. All surveys are submitted anonymously.

12. The bulk of the professional customer database is sent an email request via the Institute of Customer Services to complete the anonymous survey. The autumn survey saw this approach generate 200 responses via the telephone survey and 135 completed surveys via the email link.

13. Our citizen customers are increasing in the percentage they represent of our customer base. Their preferred contact channel is by telephone and they often account for 40 per cent of calls to our customer service team. It is very important that we understand their current needs and identify changing needs quickly so we can shape our services appropriately.

14. We decided in spring 2022 that the survey link would also be issued to our citizen customers at the point they completed their enquiry or transaction with us. The motivation to complete a survey for customers who rarely interact with us more than

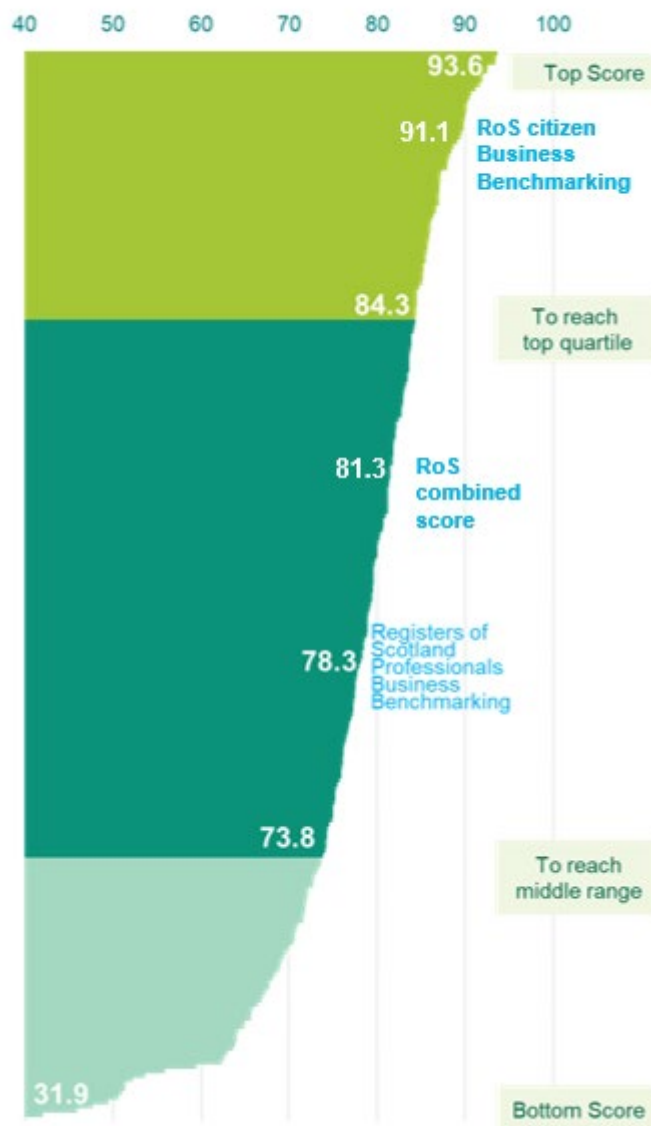
once, is more emotional and it tends to be when they have had very good or very poor service.

15. As our two main customer groups are very different RoS is going to keep our surveys separate and report on both scores, as well as the combined score that is generated when the ICS calculate the 335 professionals and 98 citizens who completed the survey.

Customer satisfaction index scores – high level findings

16. Below is a graph showing the customer satisfaction scores (CSI) RoS received in both our survey to our professional customers (78.3) our citizen customers (91.1) and the combined score (81.3).

UKCSI B2B League Table



17. Our CSI for professional users of our services rose from 77.3 in spring to 78.3 in autumn. This is 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. These are regarded as high scores by the ICS.

18. The ICS publish the UKCSI national scores and results in January and July every year. You can get a copy of the July 2022 report [here](#). The public sector average is 75.3 (this has gone down) and for all sectors the average is 78.4.

19. We are also able to compare ourselves directly with other similar organisations in the public sector national category. There are graphs at Annex A and Annex B that illustrate this.

20. Whilst our overall score has gone up, our percentage of negative comments has stayed more or less the same 23 percent of comments were negative in spring and 24 per cent were negative in autumn. However, within that we have seen a marked increase in the number and tone of negative comments specifically relating to longstanding open casework. In spring 30 per cent of negative comments were about longstanding open casework and this rose to 49 per cent in autumn.

21. We will continue to do analysis work on these comments and the other areas customers would like to see us improve. Part of that work will test our conclusions that whilst customers are unhappy about the longstanding casework the mitigations we have put in place and the customer centric service we are investing in to support customers, reduce and remove pain points, are helping to maintain customer confidence.

22. By segmenting our customers we have also been able to see a strong 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. In the segment up to three years – their satisfaction levels are above 81 and for those working for over 20 years, their CSI is closer to 75.

23. This post survey insight work is done in conjunction with business leads across RoS and whilst the more programmed work is just getting started the business specific information has already been shared with business leads, including the corporate plan team. The programmed work will be used to inform decisions relating to current and future business activities and their prioritisation. To track this work we use a simple matrix that matches the causes of customer dissatisfaction with activities across RoS and how these could potentially change the score based on customer insight. This is at Annex C.

24. Customer satisfaction is of key importance too and a new piece of work identified is the need for an equivalent matrix to ensure we are clearly sighted on what makes our customers satisfied with our performance. As part of the workshop programme with business leads we will also capture the activities that support this and have a list of customer suggested improvements to share too; the most popular suggestions is to digitise everything.

Top 5 satisfaction reasons cited by professionals

- I. Helpfulness of Staff
- II. Ease of using the website
- III. Product/service range
- IV. Billing/Invoicing
- V. Competence of Staff

Customer Satisfaction Index (CSI) Citizens – high level findings

25. The citizens using RoS services during October were also invited to participate. We were disappointed in only getting 98 returns and we are making plans for boosting this for the spring survey in 2023. The score from this group was an outstanding 91.1, again up from the spring score which was 89.5.

Top 5 satisfaction reasons

- a. Competent Staff
- b. Invoicing
- c. Staff helpfulness
- d. RoS do the right thing in business
- e. Speed of service/response

Bottom 5 satisfaction reasons

- a. Ease of using the website
- b. Citizens do not feel they have a say in designing the experience
- c. Cost
- d. Product/service quality
- e. Product/service reliability

Positive comments include:

“Exceptional service”

“They have given me all the help that could be given by any organization”.

“Quick turnaround and efficient service”

“Could not ask for more”

26. It has not proven possible for us to benchmark this score specifically against other organisations as they combine their citizen and professional scores, but this will form part of our close working with other organisations who use this survey such as HM Land Registry. This is the first set of results we have been able to compare ourselves with them directly.

Customer Effort Score

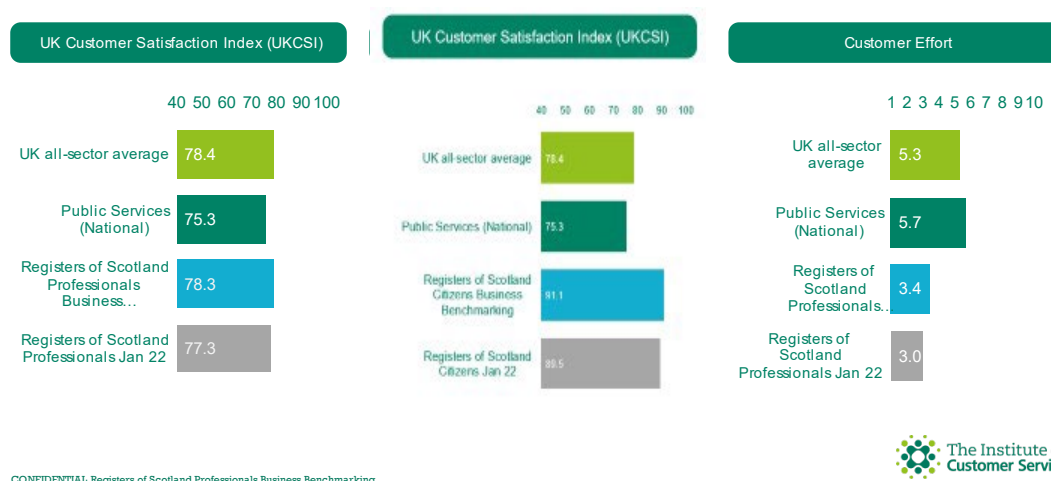
27. We also capture in this survey our customer effort score (CES) which we have as a health measure. This metric is based on the question:

“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. In spring 2022 our professional customers said that our CES was 3.0 and it has come back from this survey as a 3.4, which is a slight decrease in customer contentment. However, for our citizens – they have given us a better rating at 3.1. For context the chart below shows how well we compare to both public and all sector scores.

29. This score clearly demonstrates how easy our customers find it to do business with RoS and this also reflects the efficiency and speed of these transactions. It is an increasingly important measure as it reflects service situations where customers don't want to be dealing with the organisation and/or seek to minimise the time/effort spent completing their transaction or enquiry.

UKCSI: Professionals, Citizens and Customer Effort



Next Steps

30. RoS was recently joined by our new Customer Insights Manager. We have a huge amount of data to analyse and utilise, and there is a programme of workshops and data dissemination with all areas of the business to ensure they are aware, understand and can utilise the data from this survey to inform business decisions. This will include all the areas of customer insight capture not just the Business Benchmarking survey. The Customer Insights Manager will be leading on this work supported by Customer Experience (CX).

31. This work with others across RoS, will allow us to update our existing dissatisfaction matrix as well as inform the creation of the satisfaction matrix. These matrices will allow us to monitor progress and chart changes in customer satisfaction and make informed associations with RoS activity.

32. We will also be identifying particular areas where we can have trackers to monitor customer satisfaction on an ongoing basis. This will allow us to see progress ahead of the bi-annual survey.

33. There are a number of internal and external communication and engagement opportunities from this data and the good news that it contains. CX will work closely with Communications and senior leaders to ensure we fully utilise this opportunity and provide some much needed positive feedback to hardworking colleagues across RoS.

34. A key communication target is to those customers who participated in the survey. We want to ensure they see transparency around the results and that they are

confident when they take the time to tell us what they think – we listen and act. This activity is also planned to encourage increasing numbers of customers to participate.

35. We will build on our network and contacts across the public but also the private sector, to ensure we benefit from and share the best practices and learnings highlighted by the customer insight provided by the survey results. We are in active discussions with NRS, HMLR, HM Passport Office and the Coal Authority. The ICS is identifying other bodies we can benefit from engaging with including lenders.

Conclusion

36. Our improvements are carefully planned and informed by customer insights and other business intelligence we collate to give us the full picture. This improvement work has the right level of ambition coupled with cost prioritisation to ensure we are providing real value for public money whilst delivering excellent service right across RoS. Our deeper dive approach to customer satisfaction insight will continue to improve this and allow us to reach and maintain the right range of CSI scores to demonstrate we are getting this balance right.

Head of Customer Experience
Business Development
29 November 2022

Annex D – combined customer sentiment word cloud

