

User Satisfaction Index – End of year 2008/09 results

Objective

The objective of this paper is to update the Directing Board on performance against the USI target for the full year ending 2008/09.

Issue

1. The User Satisfaction Index is a published performance target for the Service. This paper reports the 2008/09 result.

Recommendation

2. The Board note that the USI for 2008/09 is 89.85% against a target of 92%. A target of 90% has been set for 2009/10.
3. The most significant result in Quarter 4 has been a fall in satisfaction with Redundancy Payments to 69% after three quarters of sustained increase resulting in a year end figure of 72%. The Customer Services Team and the RPS are working together to understand the drivers of satisfaction with RP in more detail.

Background

4. In 2008/09 the USI target was set at 92%, up from 90% in 2007/08.
5. The final USI score for 2008/09 is 89.85%. This is below target and a fall from previous years, but still indicates a high level of customer service.¹

Summary of overall results for 2008/09

	Total responses 08/09
Very Satisfied	12227
Satisfied	5459
Neutral	559
Dissatisfied	180
Very Dissatisfied	102
Total	18527
User Satisfaction Index	89.85²

Satisfaction by group

User Group	Sample size	2008/09	2007/08	2006/07
Bankrupts and Directors	17014	91.08	92.12	92.11

¹ Calculated on ORC methodology and compared to 2008 benchmarking data this would have placed us 5th equal out of 65 organisations.

Insolvents Creditors	96	81.77	80.30	80.00
Redundancy Payments	1041	72.36	75.23	76.6
Enquiries	100	86.75	86.84	87.7
Insolvency Practitioners	109	81.65	87.86	91.43
Overall	18527*	89.85	91.29	91.49

*The remaining groups were either blank, or 'other'

6. **Bankrupts and Directors:** The most significant group in the USI is Bankrupts and Directors forming over 90% of respondents. Satisfaction was 91.08%, the highest of all groups. Many of the comments are extremely positive about the professionalism and courtesy shown by staff. Comments and feedback will be examined and a more comprehensive analysis provided to CAD and Regional Directors.
7. **Insolvent Creditors:** Satisfaction has increased to 81.77%, however the small sample size of only 96 respondents in comparison to the large nature of the group means that this is unlikely to be representative. The measurement of satisfaction of creditors will be reviewed in 2009/10.
8. **Redundancy Payments:** After three consecutive quarters of increase, satisfaction with the Redundancy Payments service has fallen in Quarter 4 and the overall 2008/09 result is the lowest of all customer groups and represents a fall on previous years. The target for RPS when the USI has been disaggregated was 78%.
9. A lot of work has been carried out with the RPS to look at how satisfaction is measured and a pilot card with slightly different questions has been running parallel to the main measure in Quarter 3 and 4. Whilst the pilot score in Quarter 3 was broadly the same as the main survey, in Quarter 4 the scores for the pilot were significantly higher and if included would bring the USI in line with previous quarters.
10. Whilst it is difficult to draw firm conclusions from the comparatively small number of comments, many of the negative comments reflect customers believing they are owed more under the statutory allowance than received (e.g. wrongly calculated tax, missed holiday pay), which is common over all previous surveys however in Quarter 4 this seemed to be aggravated in some cases by an inability to get through on phones or emails to query this amount.
11. A Customer Journey Mapping³ project has been initiated between Customer Services and Redundancy Payments to understand more about how customers perceive the service and to ensure we are accurately measuring and capturing the drivers of satisfaction.

³ Customer Journey Mapping is a tool designed to understand and present the customers experience of service delivery

12. **Enquiries:** Results are primarily collected through the internet and satisfaction was 86.75% from a sample of 100 respondents. Comments are generally positive on the speed and accuracy of response.
13. **Insolvency Practitioners:** 109 comment cards were received from IPs with a satisfaction rate of 81.65%. IPs have been identified as a group where little is known about satisfaction levels and the CST is reviewing how to better understand their experience of our service.

Argument

14. We are aware that the measure we use to calculate the USI has a number of deficiencies including:
 - Low response rates for some customer groups
 - The timing of the issues of the cards to customers
 - Distinguishing between satisfaction with the outcome of the process and the actual service received
15. The Customer Services Team will be reviewing the use of comment cards and the methodology used for calculating Customer Satisfaction (potentially with external support) with a view to reporting back to the Directing Board later in the year to inform the setting of the target for 2010/11. We will retain the customer comment card methodology in the meantime to support measurement against the 2009/10 target.

Melanie Charlton
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6th May 2009

Appendix 1: Full results for 2008/09

Overall USI Score	Q1	Q2	Q3	Q4	End of Year
Very Satisfied	3025	2941	2767	3494	12227
Satisfied	1260	1316	1272	1611	5459
Neither nor	152	141	97	169	559
Dissatisfied	40	60	40	40	180
Very Dissatisfied	29	25	25	23	102
Total	4506	4483	4201	5337	18527
Score	90.01	89.53	89.97	89.88	89.85

Bankrupt's / Director's	Q1	Q2	Q3	Q4	End of Year
Very Satisfied	2828	2802	2658	3351	11639
Satisfied	1064	1157	1132	1482	4835
Neither nor	99	108	74	134	415
Dissatisfied	16	37	28	12	93
Very Dissatisfied	8	3	12	9	32
Total	4015	4107	3904	4988	17014
Score	91.64	90.89	90.96	90.87	91.08

Insolvent's Creditors	Q1	Q2	Q3	Q4	End of Year
Very Satisfied	15	9	14	10	48
Satisfied	6	10	13	6	35
Neither nor	1	0	3	2	6
Dissatisfied	2	1	1	1	5
Very Dissatisfied	0	0	1	1	2
Total	24	20	32	20	96
Score	85.42	83.75	79.69	78.75	81.77

Redundancy Payments	Q1	Q2	Q3	Q4	End of Year
Very Satisfied	102	105	50	64	321
Satisfied	146	134	93	98	471
Neither nor	42	32	15	30	119
Dissatisfied	22	22	9	25	78
Very Dissatisfied	21	14	5	12	52
Total	333	307	172	229	1041
Score	71.47	73.94	75.29	69.32	72.36

Enquiry	Q1	Q2	Q3	Q4	End of Year
Very Satisfied	14	10	19	15	58
Satisfied	15	2	12	5	34
Neither nor	5	0	1	0	6
Dissatisfied	0	0	0	1	1
Very Dissatisfied	0	0	0	1	1
Total	34	12	32	22	100
Score	81.62	95.83	89.06	86.36	86.75

IP	Q1	Q2	Q3	Q4	End of Year
Very Satisfied	27	10	12	11	60
Satisfied	13	11	9	2	35
Neither nor	3	0	1	1	5
Dissatisfied	0	0	1	0	1
Very Dissatisfied	0	7	1	0	8
Total	43	28	24	14	109
Score	88.95	65.18	81.25	92.86	81.65