



**Governance and Audit
Committee**

Tuesday 16th July 2024

Annual Voice of the Customer Report 2023/24

Report by:	Director of Commercial & Operational Services
Contact Officer:	Natalie Kostiuk Customer Experience Officer natalie.kostiuk@west-lindsey.gov.uk
Purpose / Summary:	To summarise customer feedback received during the year 2023/24 and analyse customer contact demand data to provide a clear view of the voice of the customer.

RECOMMENDATION(S):

That Members welcome the contents of the Annual Voice of the Customer Report for 2023/24 and note the progress that has been made by the Council in improving the customer experience over the last 12 months.

IMPLICATIONS

Legal: None arising directly from this report.

(N.B.) Where there are legal implications the report **MUST** be seen by the MO

Financial: FIN/43/25/SL/GA

There are no financial implications arising from this report.

(N.B.) All committee reports **MUST** have a Fin Ref

Staffing: None arising directly from this report.

(N.B.) Where there are staffing implications the report **MUST** have a HR Ref

Equality and Diversity including Human Rights:

By understanding how customers interact with the Council in more detail, means that we will be able to identify and address issues that are preventing them from accessing services in an equal manner.

Data Protection Implications:

None arising directly from this report.

Climate Related Risks and Opportunities:

None arising directly from this report.

Section 17 Crime and Disorder Considerations:

None arising directly from this report.

Health Implications:

None arising directly from this report.

Title and Location of any Background Papers used in the preparation of this report :

- West Lindsey District Council Customer Feedback Policy
- 2023/24 Quarterly Voice of the Customer Reports x 4

Available on the West Lindsey District Council website via this link:

www.west-lindsey.gov.uk/feedback

Risk Assessment :

Not applicable for this report.

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

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Executive Summary

The Council saw a decrease in customer feedback and customer demand in 2023/24 when compared with the previous year. During the previous year in 2022/23 customer feedback and demand increased dramatically across all channels due to the implementation of the new recycling service that started in April 2022. The increase was expected as residents became used to the new recycling arrangements, and it reduced after 12 months of the new arrangements being in place.

Whenever a significant policy change occurs that affects a large number of residents fluctuations in customer feedback, demand and satisfaction are always envisaged.

There were no major events or changes in policy or procedure in 2023/24.

There was a decrease in the number of complaints received and upheld, more compliments were received, and customer satisfaction increased by 9%.

The volume of customer feedback remained consistent throughout the year, there was an increase in customer feedback in relation to RAF Scampton including several messages of support for the work that has taken place to secure the future of the site.

A fewer number of complaints were referred to the Local Government and Social Care Ombudsman and during 2023/24 there were no upheld ombudsman complaints for West Lindsey District Council (WLDC)

Overall customer demand for WLDC services decreased. A fewer number of calls were received into the Council's contact centre and a smaller number of service requests were received.

There was an increase in the number of visitors to the Guildhall that were accessing services provided by tenants, in particular for face to face appointments with the Job Centre Plus (JCP).

WLDC website usage increased, there was an increase in the overall number of users and sessions during 2023/24 when compared with previous years.

As mentioned in last year's report, the new Customer Relationship Management (CRM) system was implemented in 2022 and many improvements in service delivery have been implemented using the new technology available. An increase in customer satisfaction has been seen as customers are now kept up to date by automatic notifications that the CRM system sends to them.

All of the information and data included in this report feeds into the ongoing T24 service reviews, the newly agreed Customer Experience Strategy, the upcoming review of service standards and the Council's digital vision.

New contact centre technology being implemented in Summer 2024 will open up a wider range of ways we can interact with our customers and will bring improved reporting opportunities so that we can better understand the customers we serve.

1. Introduction

What is the Voice of the Customer?

- 1.1 The Voice of the Customer report includes information on all customer feedback received across the Council, customer satisfaction levels and customer demand data across various customer contact channels.
- 1.2 Information included in this report is collected via a number of different contact channels and reports including data collected from daily customer interactions as well as the compliments, comments and complaints received by the Customer Experience Manager and customer satisfaction survey responses.
- 1.3 The aim is to learn from the insight and data available in order to better understand our customers and to implement actionable solutions so that we can deliver an improved service for our customers.
- 1.4 All work carried out falls in line with the objectives of the Corporate Plan, the recently agreed Customer Experience Strategy and the Council's Digital Vision. Data on customer feedback, including the number of complaints received, complaints upheld, complaint response time and customer satisfaction levels is also included in the Council's Progress and Delivery reports.
- 1.5 The vision is to drive continuous learning and improvement across all Council services. The data included within this report feeds into the T24 service redesign and Customer Experience Strategy work that is ongoing.
- 1.6 Throughout the year quarterly Voice of the Customer Reports are produced which contain detailed information on customer feedback, customer satisfaction levels and customer demand during the period.
- 1.7 This annual report pulls together and analyses the data and information contained within the four quarterly reports that were published during 2023/24. These reports can be viewed on the West Lindsey District Council website via this link: <https://www.west-lindsey.gov.uk/feedback>

2. Customer Feedback

Customer Experience Policy and Customer Feedback

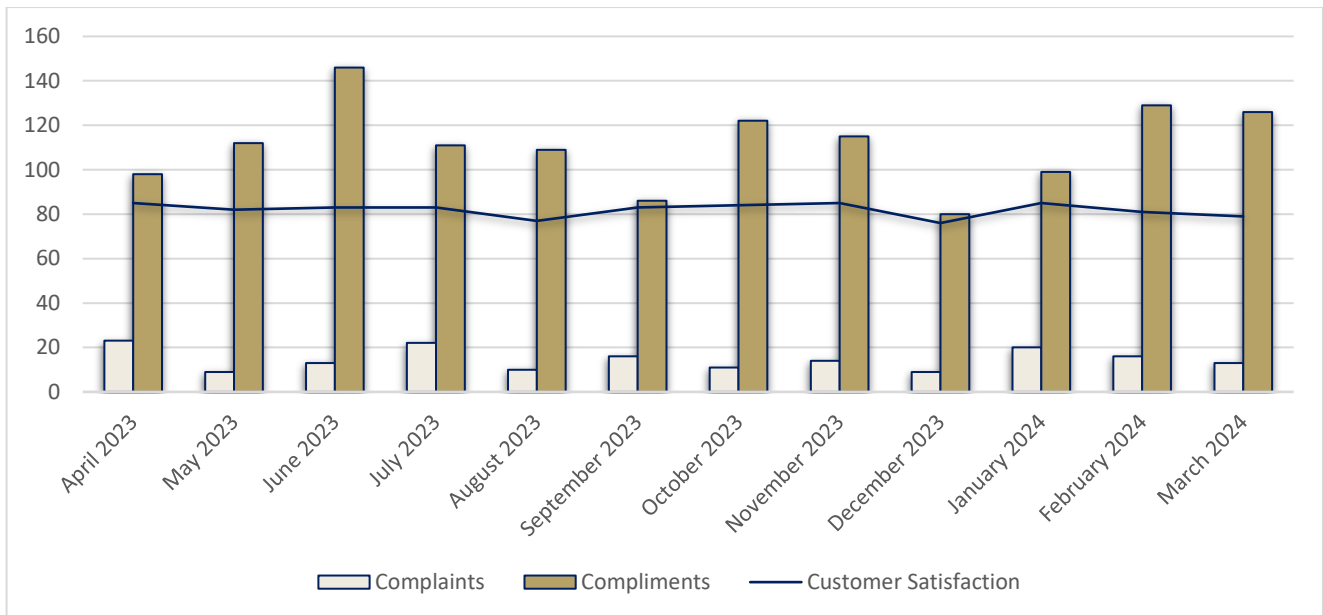
- 2.1 All customer feedback received is processed in line with the West Lindsey District Council Customer Feedback Policy which contains the formal complaints process. Complaints are investigated where required and are responded to by the Customer Experience Manager.
- 2.2 Customer feedback is broken down into three categories: Compliments, Comments and Complaints.
- 2.3 All customer feedback received is recorded on a central system allowing for easier and more specific reporting, so that meaningful comparison can take place. Customer feedback is logged by service and specific subjects or issues can be reported on making it easier to identify and examine issues, trends and areas where improvement is required.
- 2.4 A further method used to gather feedback from customers is via customer satisfaction surveys that are sent out on a weekly basis to customers that received a service during the previous week. These surveys are sent to customers of the main customer facing services which include Community Safety, Food Health and Safety, Environmental Protection, Planning and Development, Trees and Conservation, Planning Enforcement, Housing Enforcement, Licensing, Waste Services and Street Cleansing.

Overall Customer Feedback Statistics 2023/24

- 2.5 The table below shows the overall figures for all customer feedback received in 2023/24 compared to previous years including complaints received, complaint response time and the number of upheld complaints:

Overall Figures	Direction of Travel	Totals/Averages				
		2023/2024	2022/2023	2021/2022	2020/2021	2019/2020
Complaints	↓	176	210	155	178	187
Compliments	↑	1333	1133	1117	784	675
Comments	↓	87	104	155	64	73
Average number of days to respond	↑	6.8 days	6.5 days	8.3 days	8.2 days	6.6 days
WLDC at Fault	↓	46	51	46	50	71
WLDC at Fault %	↑	26%	24%	30%	28%	38%
Customer Satisfaction Score	↑	82%	73%	74%	76%	77%

- 2.6 The graph below shows how many compliments and complaints were received each month as well as monthly customer satisfaction levels:



2.7 Monthly customer satisfaction scores were consistent ranging between 76% to 85% throughout the year.

2.8 Throughout the year the number of complaints received, and customer satisfaction levels have remained consistent, there were no significant events or changes in policy that led to an increase in complaints as there was in the previous year when the new recycling service was implemented.

2.9 There was an increase in the number of compliments received for various teams across the Council for work that took place during and after the floods in 2023. Waste services, street cleansing, customer services and home choices received praise for their help during the floods and revenues (council tax) and benefits received messages of thanks for assisting residents affected by flooding with funding to assist them recover from the event and repair damage that had been caused.

2.10 During 2023/24 there was an increase in customer feedback received in relation to RAF Scampton.

Compliments

2.11 When compliments are received it allows us to identify what is working well and which aspects of our services our customers appreciate the most. All compliments received are shared with teams and relevant officers, they encourage our officers to be the best they can and provide the highest standard of service possible. Compliments are used to embed good practise across all Council services.

2.12 A total of 1333 compliments were received between April 2023 and March 2024, this is an increase compared to the previous year when 1133 compliments were recorded.

2.13 The services that receive the highest number of compliments are the main customer facing services which includes waste services, planning and development, trees and conservation, customer services, revenues (council tax) and street cleansing.

- 2.14 The table in [APPENDIX A](#) shows how many compliments were received for each service in 2023/24 compared to previous years. It should be noted that positive 5 star customer satisfaction survey comments are recorded as compliments so in some cases, for services that are surveyed a wider number of customers have been asked for their views on their experience with that service.
- 2.15 Compliments received are generally regarding the quality, speed and efficiency of the service provided, customers appreciate it when we do what we say we are going to do when we say we are going to do it. Customers like to be kept informed and up to date, if delays are expected they appreciate being informed as their expectations are being managed.
- 2.16 Compliments have also been received in relation to officer conduct, their professionalism, politeness, knowledge, understanding and willingness to help. On the odd occasion when we do fail, if we identify the failure, admit it and put it right in a timely manner customers will often still provide positive feedback in relation to the service received and how the matter was handled.

Comments

- 2.17 Whilst some feedback may not be particularly praising our services or raising a complaint or feeling of dissatisfaction comments are still classed as important feedback as they can provide useful insight and suggestions that may help to improve the service and customer experience that we provide.
- 2.18 Between April 2023 and March 2024 a total of 87 comments were received, this is a decrease when compared to the previous year when 104 comments were recorded. The table in [APPENDIX B](#) shows how many comments were received for each service in 2023/24 compared to previous years.
- 2.19 The majority of the comments received were in relation to waste services (42), these comments included suggestions on the green garden waste service, including thoughts on the charge for the service, the recent price increase, the frequency of GGW collections and the start and end times of the GGW collection period. An engagement event will be undertaken regarding the GGW service during Summer 2024 to gather further on the service. Other comments received for waste services included comments on various waste policies including the cost for new bins, comments in relation to information included on the WLDC, comments regarding sack deliveries, the quality of bin lids, comments in relation to bins not being returned to the boundary and a gate being left open, and suggestions of what should be included on the information about what can be placed in each different bin.
- 2.20 Where appropriate and if not able to be implemented immediately, suggestions for service improvements are shared with the relevant service manager for consideration when future service reviews take place.

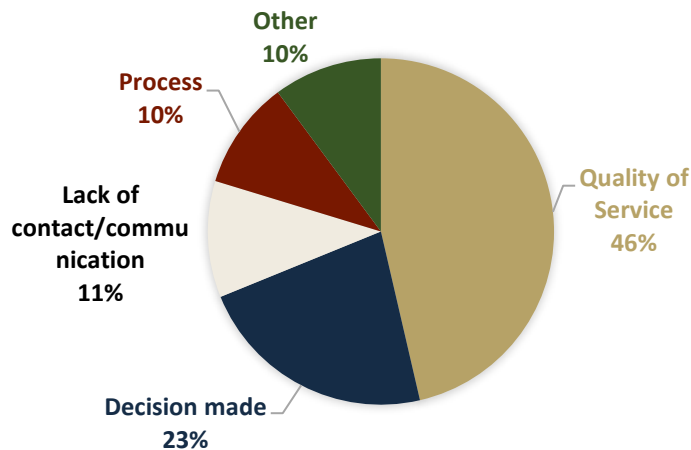
Complaints

- 2.21 Whilst complaints may be perceived as negative feedback the Council still encourages and welcomes them as all feedback is valuable and can potentially help to improve our

services and the customer experience. Across all sectors, complaints are on the increase as there are rising customer expectations, more hardship since the cost of living crisis hit and customers expect ease of access and high levels of service no matter what organisation they are dealing with.

- 2.22 Complaints do not necessarily indicate a decrease in service quality, but they can provide an early warning signal that something has or could go wrong, and they can be a useful way of stimulating innovation and are a powerful form of knowledge.
- 2.23 A total of 176 complaints were received between April 2023 and March 2024, which is a decrease when compared to the previous year when 210 complaints were recorded. The table in [APPENDIX C](#) shows how many complaints were received for each service in 2023/24 compared to previous years.
- 2.24 The target response time for complaints in 2023/24 was 21 days. The 21 days stated is 21 calendar days (not working days) the system used at the moment cannot distinguish between working days and none working days – when the complaints process is moved over to the new system this will be brought in line with other targets and changed to working days.
- 2.25 From the 1st April 2024 the complaint response time was reduced to 14 calendar days, this was agreed as an amended progress and delivery measure and falls in line with new complaint handling guidance that has been published by the Local Government and Social Care Ombudsman.
- 2.26 The average response time for complaints in 2023/24 was 6.8 days, this is a small increase when compared to the previous year and is well below the 21 day target. Complaint response times can vary, often waste service complaints can be resolved the same day whereas more complicated complaints that relate to planning or enforcement matters for instance can take a number of weeks to investigate and respond to.
- 2.27 During 2023/24 there were 3 complaints that took longer than 21 days to investigate and respond to, this was due to the nature and the number of issues raised within the complaints that were related to planning and planning enforcement services, officer availability and the number of different parties involved. Complainants were kept up to date on the delays during the investigation process.
- 2.28 The 5 services to receive to highest number of complaints were waste services, home choices, planning and development, trees and conservation, planning enforcement and revenues (council tax). Further and more detailed information on the complaints received throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2023/24.
- 2.29 Waste services have historically always received the highest number of complaints, this is to be expected and is relative to the volume of service requests they receive as this service has contact with the largest number of households and customers across the district on a regular basis. It is pleasing to note that waste services also receive the most positive feedback in the form of compliments and 5 star customer satisfaction scores received.

- 2.30 37% (65) of all the complaints received related to waste services, this is a decrease compared to the previous year when 107 complaints were received for waste services equating to 51% of all the complaints received in 2022/23. The increase in complaints during the previous year was due to the implementation of the new recycling service and was predicted to happen as residents became used to the new arrangements.
- 2.31 It should be noted that a single occurrence of a missed bin collection would not be classed as a formal complaint, the only time missed bins are treated as formal complaints is when there has been a repeated issue of missed bins, normally 3 occurrences in a row or where we have failed to return for a missed bin within the 5 days promised. In these instances, further investigation into the reasons why it keeps occurring is required and it may not always be the waste crews that are at fault.
- 2.32 57% of the complaints received for waste services were about the quality of service received and 18% were in relation to staff behaviour.
- 2.33 13% (23) of the complaints received in 2023/24 were classed as out of scope, these complaints related to various issues including potholes, blocked drains, issues with footpaths and hedges encroaching onto footpaths and highways amongst many other things that WLDC are not responsible for. These complainants were signposted to the most appropriate authority or agency to assist with their concerns. Information included on the WLDC website in regard to what WLDC are responsible for and what LCC oversee has been improved and made more prominent in order to try and reduce the amount of out of scope customer feedback received.
- 2.34 8% (14) of the complaints received were in relation to the home choices service, this is an increase in complaints when compared to previous years. The majority of complaints received were regarding the quality of service received, process or the decision made.
- 2.35 8% (14) of the complaints received were for planning and development, trees and conservation, this is a decrease in complaints when compared to previous years. 50% of the complaints received were in relation to the decision made.
- 2.36 6% (11) of the complaints received were for planning enforcement, this is a small increase in complaints when compared to previous years. 82% of the complaints received were in relation to the decision made.
- 2.37 6% (11) of the complaints received were for revenues (council tax), this is a decrease in complaints when compared to previous years. The majority of complaints received were regarding the quality of service received, process or lack of contact/communication.
- 2.38 On examining the reasons for complaints received it is found that over 90% of the complaints received that related to services provided by WLDC (excluding out of scope complaints) fall into 5 main reason categories:



Upheld Complaints

- 2.39 Of the 176 complaints received, 46 (26%) were upheld with the Council deemed to be fully or partially at fault by the independent investigating officer (the Customer Experience Manager).
- 2.40 This is a decrease in upheld complaints when compared to the previous year when 51 complaints were upheld.
- 2.41 Waste services complaints have a big effect on the overall number of upheld complaints, in 2023/24 29 of the 65 complaints received for waste services were upheld, which equates to over half of the full total of upheld complaints for the year.
- 2.42 The table in [APPENDIX D](#) shows how many complaints were upheld for each service in 2023/24.
- 2.43 Complaints were upheld in 2023/24 for various different reasons including customers not being responded to in a timely manner, or at all in some cases, customers receiving incorrect or misleading information or advice, repeated missed bins, bins not being returned to their correct positions after being emptied, staff behaviour or system errors and user errors when using Council systems, failed paid for services including bulky and green garden waste collections and inconsistencies in the service provided.
- 2.44 Complaints received can vary in nature, often they can be justified but there is little within the authorities control that can be done to resolve them. When they are justified and fault on behalf of the council is identified then appropriate resolutions and recommendations are put into place, this could involve an apology to the customer, ensuring that the customer receives the answer or advice they require or a change in policy or process amongst other things.

3. Insights into Action – Learning and Improvement Actions

- 3.1 Gathering feedback from customers enables the Council to use these insights to shape the way it improves and develops. Customer insights relating to services are shared with the relevant Team Managers stating the actions required and a deadline implementation date, this is escalated to the Management Team if failing to implement within the set

timescale. The Customer Experience Manager will assist with implementing the improvements where possible. Over time all suggested improvements are gathered into reports which are prioritised and fed into relevant projects and service redesign work.

- 3.2 When feedback is received it is considered and when complaints are investigated the outcome is examined in order to identify any learning opportunities that can be gained from the issues raised or faults identified.
- 3.3 During the 2023/24 period many improvement actions have been implemented including changes in processes, procedure reviews, updates to the website, external systems and the continued monitoring of customer standards. Further information on the improvement actions made throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2023/24.
- 3.4 The table in [Appendix E](#) includes full details of all the learning and improvement actions that have been identified during the 2023/24 period.
- 3.5 The table below gives the number of and a brief explanation of the learning and improvement actions that were identified for specific services:

Waste Services	6	<ul style="list-style-type: none"> • Improvements have been made to the information on the WLDC website in relation to policies including the no side waste policy and what can and can't go in each bin. • Crews have been reminded of waste policies and correct ways of working. • Work has taken place in regard to CRM capacity for storing waste issue images. • More information has been published to educate residents on waste policies and recycling. • An audit has taken place to ensure that crews are using the correct tags when rejecting contaminated bins.
Revenues (Council Tax)	4	<ul style="list-style-type: none"> • Online payment issues raised were resolved with amendments being made to the payment pages which made it easier and more straight forward for the customer. • Extra measures were put into place to ensure that customer enquires were not missed and left un-responded to during busy periods. • Improvements were made to emails sent to residents in regard to empty homes in order to make it clearer that it was from WLDC and to include the customer reference number for increased authenticity. • Officers were reminded to take care when making changes to customer accounts to ensure that any changes made were accurate.

Systems Development	2	<ul style="list-style-type: none"> Some unmonitored email accounts were discovered which meant that various actions had not been completed. This was raised with the IT team who undertook an audit to ensure that the email addresses in this category were no longer visible to officers on outlook. An issue was identified regarding reporting calls taking place via the Teams application. Work was carried out to ensure that volumes of calls via Teams can be reported on.
Property Services	2	<ul style="list-style-type: none"> Improvements have been made to information on car parking charges, payments and restrictions on larger vehicles included on the WLDC website and car park signage when next updated.
Planning and Development	1	<ul style="list-style-type: none"> Reminders were provided to officers in the planning administration team regarding the correct process for dealing with outgoing post items to ensure that all post items are sent in a timely manner to the intended recipient.
Street Cleansing	1	<ul style="list-style-type: none"> Improvements to operative records on CRM were required to ensure accurate records are kept and that customers receive appropriate notifications. Training and guidance was provided.
Community Safety	1	<ul style="list-style-type: none"> Service Standards for customer contact were required and processes/policies that set out who is responsible for what, and what WLDC can and cannot do or consider. These have since been implemented.
Growth and Regeneration	1	<ul style="list-style-type: none"> Business advice process improvements were identified as being required, including the separation of what falls under WLDC and what the business advisor would be responsible for in any new arrangements going forward.

4. Customer Feedback Governance and Reporting

4.1 Customer Feedback is governed by a set of regular reports:

- Monthly Progress and Delivery reports monitor customer feedback levels including feedback received, days to respond to complaints and information on how many complaints are upheld in each period as well as customer satisfaction levels.
- Monthly reports on feedback received are shared with each service.
- Quarterly customer feedback and demand reports are produced for the Management Team and Service Team Managers and are published on the WLDC website.

- 4.2 Regular reports are submitted to the Management Team and monthly ‘emerging issues’ meetings are held with the Directors of Operational & Commercial Services and Change Management, ICT & Regulatory Services.
- 4.3 The Quality Monitoring Board (QMB) meets on a regular basis to discuss emerging issues and oversee decisions on complex and sensitive complaints where high risk or reputational issues are involved. The QMB will agree any resolution or action required and will ensure that appropriate improvement actions are implemented where necessary.
- 4.4 Quarterly Voice of Customer Reports are published to all Team Managers and Officers and via the regular Members newsletter to our Councillors.
- 4.5 This Annual Voice of the Customer Report is presented to the Management Team, Governance and Audit Committee and the Wider Management Team.
- 4.6 A report on the Annual Local Government Ombudsman letter will be presented to the Management Team and Governance and Audit Committee at a later date in the year.

5. Local Government and Social Care Ombudsman complaints (LGSCO)

- 5.1 If a customer is dissatisfied with the outcome once they have completed the Council’s formal complaints process, they can refer their complaint to the Local Government and Social Care Ombudsman (LGSCO) for consideration.
- 5.2 Between April 2023 and March 2024 records indicate that a total of 8 complaints referrals were made to the Ombudsman, this will be confirmed once the Annual Ombudsman letter is received later this year. This is a decrease in comparison to previous years.
- 5.3 When a complaint is referred to the Ombudsman, they make initial enquiries and then decide whether or not to investigate further. The table below shows the outcome of complaints referred to them compared to previous years.

LGSCO Outcome	2023/24	2022/23	2021/22	2020/21	2019/20
Number of complaints referred	8	13	10	13	11
Complaints not investigated	7	9	3	9	6
Complaints investigated	1	4	7	4	5
Complaints upheld	0	1	2	2	1
Complaints not upheld	1	3	5	2	4

- 5.4 The number of complaints referred to and investigated by the Ombudsman has decreased in comparison to previous years.
- 5.5 The Ombudsman decided not to investigate the majority of the complaints that were referred to them during 2023/24. The reasons given were they were out of time or there was a formal appeal route available, or there was insufficient evidence of fault or injustice caused that would warrant further investigation.

- 5.6 The complaints that the Ombudsman did not investigate were in relation to Planning and Development (3), Planning Enforcement (1), Housing Enforcement (1), Community Safety (1) and Environmental Health (1).
- 5.7 The Ombudsman investigated one of the complaints that was referred to them, this was in relation to Planning Enforcement. The investigation found no fault on behalf of the Council and the complaint was not upheld.
- 5.8 A report will follow later this year which will detail all of the complaints referred to the Ombudsman during the 2023/24 period. This report will be presented to the Governance and Audit Committee and will include benchmarking data to illustrate how we compare to other similar authorities in terms of the number of complaint referrals and instances where councils are found to be at fault.

6. Customer Satisfaction Measurement

- 6.1 The Council has been using an e-survey platform over the last few years which enables the sending and analysis of customer satisfaction surveys from one place with real time results, this platform is called Qualtrics.
- 6.2 Surveys are sent on a weekly basis to customers that have contacted the Council or have received a Council service during the previous week, including planning application decisions.
- 6.3 Currently surveys are only being sent via email, but other methods are currently being considered during the implementation of the new Customer Relationship Management (CRM) System and the new Customer Contact Centre.
- 6.4 The insights gained from survey responses received feed into the customer feedback system in order to collate all feedback in one central place. By identifying issues that customer raise in their survey response comments we are able to act on and solve issues before they potentially escalate into a formal complaint.
- 6.5 Satisfaction surveys are sent to customers of the main customer facing services. During 2023/24 the services that have been surveyed are Community Safety, Food Health and Safety, Environmental Protection, Planning and Development, Trees and Conservation, Planning Enforcement, Housing Enforcement, Licensing, Waste Services and Street Cleansing.

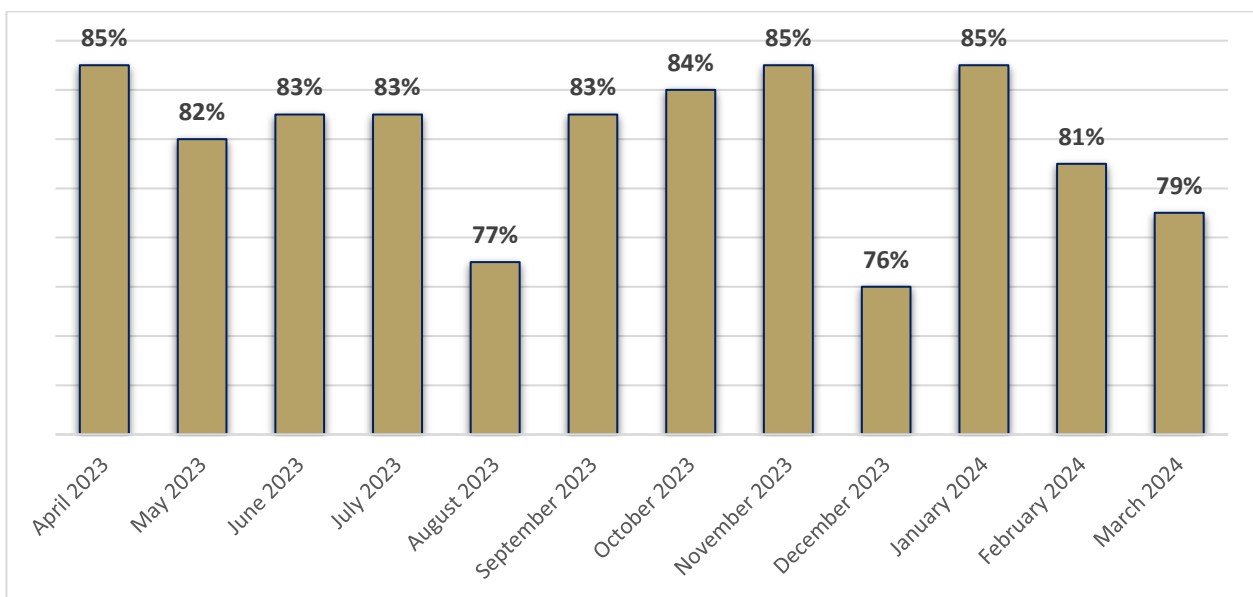
Satisfaction Levels

- 6.6 During the 2023/24 period from April 2023 to March 2024 a total of 8735 satisfaction surveys were sent out and 1628 responses were received. This is an increase in responses in comparison to the previous year when 1343 responses were received.
- 6.7 The majority of the surveys that are sent and responses received are from Waste Services customers as they handle the highest number of service requests on a daily basis.

- 6.8 Customers are asked to rate the service they received from 1 to 5 stars, if they choose 1 to 3 stars they are asked what could have been done to improve their experience and if they choose 4 or 5 stars they are asked what was done well.
- 6.9 Ratings of 4 and 5 stars are used to calculate the overall satisfaction score.
- 6.10 The overall satisfaction score for 2023/24 was 82% which is an increase when compared to previous years. The overall satisfaction score for the previous year was 73%.

2023/24	2022/23	2021/22	2020/21	2019/20
82%	73%	74%	76%	77%

- 6.11 The chart below shows the satisfaction scores for each month during 2023/24 which were fairly consistent ranging between 76% to 85%:



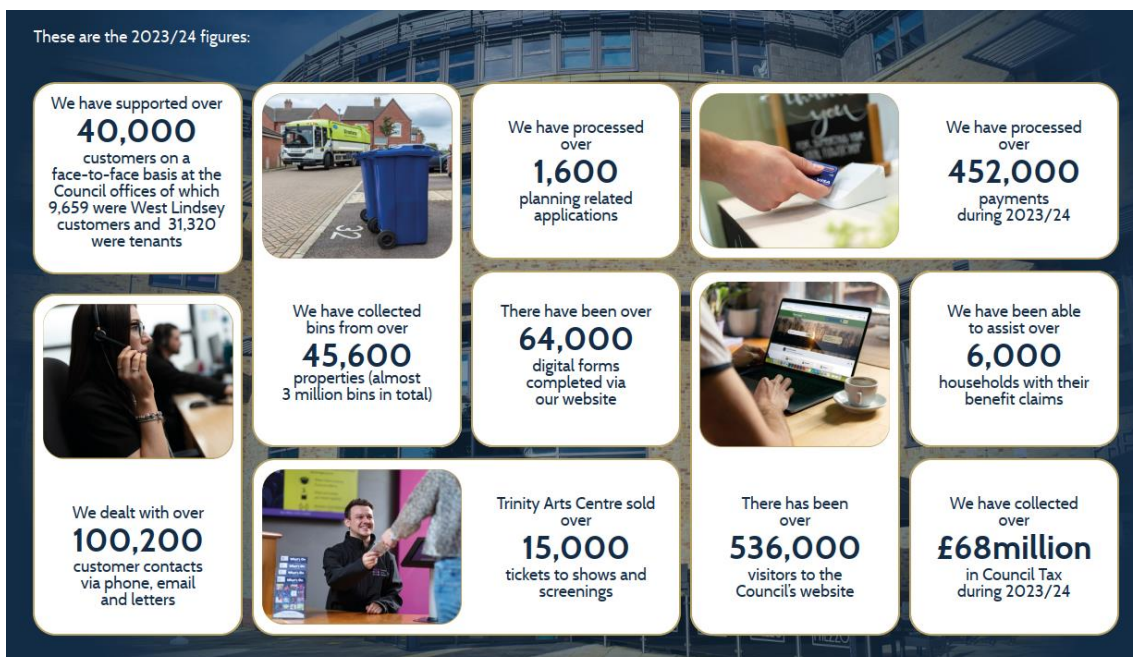
- 6.12 The comments that customers submit when they complete a satisfaction survey are analysed and are fed into the customer feedback system. If required, comments are followed up with the customer that has responded and if they highlight a learning or improvement opportunity they are recorded and followed up as an action that needs attention.
- 6.13 Customers that have rated the service they received highly have responded with comments regarding what they felt we did well that include how we did what we said we would, when we said we were going to do it. Customers appreciate being kept up to date and being informed when a service request has been completed. Satisfaction has increased since the new CRM system was implemented for waste services as customers now receive confirmation when a fly tipping report has been completed. Customers have praised officers for being helpful, empathetic and understanding and comments are

received throughout the year regarding the helpfulness of waste services operatives and how well they conduct themselves.

- 6.14 Customers that have rated the service they received with a low number of stars have responded with comments regarding how they felt we could have improved. These comments include issues with the speed of service, disappointment with the outcome or decision reached or lack of response. Some customers felt that there could have been better liaison between departments and improved communication, and others commented on difficulties contacting the Council as quickly and easily as they would have liked.
- 6.15 To increase customer satisfaction going forward all services need to ensure that they are dealing with their customers in a timely manner, keeping them up to date and managing their expectations in terms of what will happen, when, and what they should expect. The developing Customer Experience Strategy, new Contact Centre technology and ongoing work around customer service standards will assist with this as these will ensure that appropriate acknowledgements and response times are being utilised by all Council services.
- 6.16 Further and more detailed information on customer satisfaction including comments that have been received for individual services can be found in the previously published Quarterly Voice of the Customer Reports for 2023/24.

7. Customer Demand Analysis

- 7.1 The demand analysis part of this report focuses on the data available surrounding customer contact points. This includes data collected around telephony, face to face interactions, the website, payments and how service requests are received. Analysing this information can show how customers are choosing to interact with the council and through which channels. You can see how many interactions have taken place across different council services during 2023/24 in the diagram below:



Service Requests and Customer Contact Methods

- 7.2 Service requests can be made by customers through various channels. For example, telephone, online forms, at the Guildhall and via email. It is important to understand how customers are making requests so the receipt of these can be resourced adequately and appropriately.
- 7.3 Currently the method of receipt of service requests are only recorded by the following teams: Anti-Social Behaviour, Planning Enforcement, Housing Enforcement, Food Health and Safety, Public and Environmental Protection, Street Naming and Numbering (SNN) and Waste Services. Future investments in technology will allow for improved handling and recording of future service request enabling a better understanding of our demands in this area.
- 7.4 The number of service requests received recorded on the Flare and CRM system for 2023/24 was 39,201 which is a decrease compared to the previous year where 41,533 were recorded. Note: these figures include Green Garden Waste (GGW) subscription requests. There were 25,315 GGW subscriptions in total in 2023/24. 82% of GGW subscriptions were completed online and 17% were completed over the telephone.
- 7.5 The table below illustrates the full breakdown of all contact channels used in 2023/24 by customers to request a service compared with the previous two years:

Contact Method	2023/24	2022/23	2021/22
Online Forms	72% (28,174)	67% (27,805)	65% (26,753)
Email	3% (960)	2% (1,030)	3% (1,037)
Telephone	23% (9,111)	23% (9,748)	29% (12,101)
Face to Face	1% (487)	6% (2,517)	Less than 1% (251)
Letter	Less than 1% (26)	Less than 1% (23)	Less than 1% (140)
Internal Referrals	1% (443)	1% (430)	2% (854)
Total number of service requests received	39,201	41,533	41,136

- 7.6 Although the overall number of service requests recorded on Flare and CRM has decreased the use of online forms to request a service has increased in comparison to previous years, this is a result of improved digital options available to our customers. As with previous years the majority of customers requesting a specific service (over 95% in 2023/24) made contact with us via the phone and online forms.

Face to Face (in person) Demand

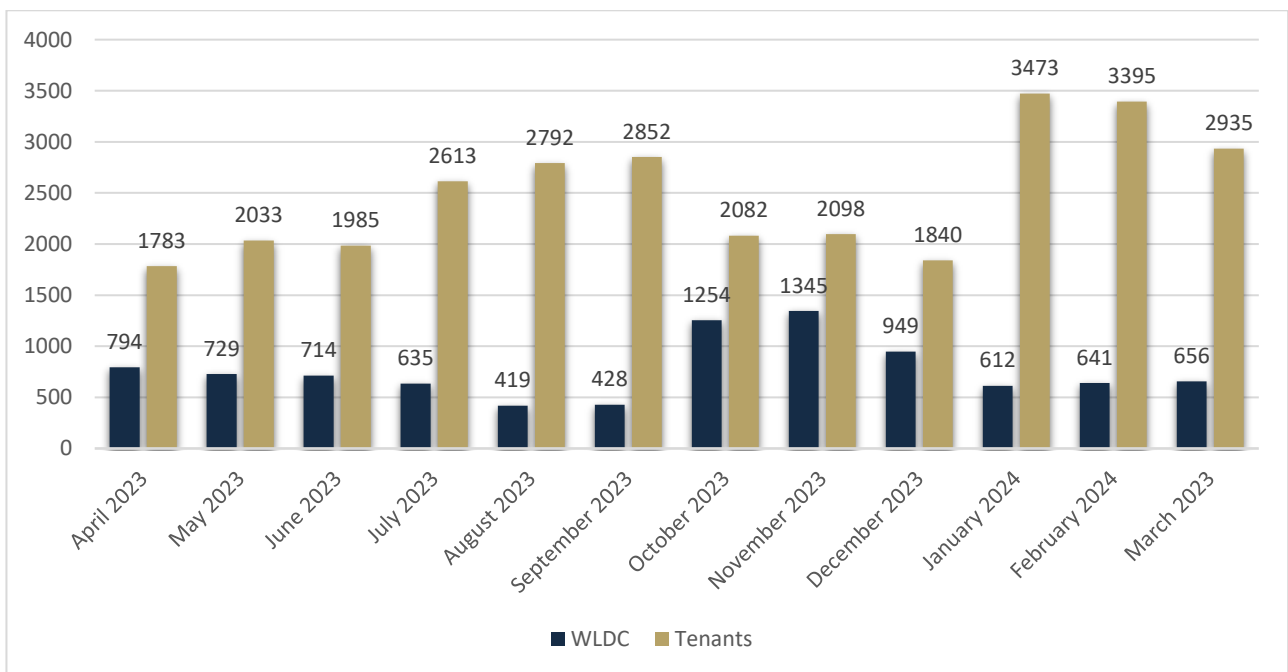
- 7.7 Historically the number of customers that choose to visit the Council's reception at the Guildhall is relatively low as many customers now opt to request services via other means, as you can see from the information included in the section above. During the 2023/24 period face to face contact increased compared to previous years, in particular during January, February and March which in part was due to Job Centre Plus (JCP) seeing more customers at face to face appointments.

7.8 Although face to face demand for WLDC services is relatively low it is recognised that a face to face service will always be required as customers need the choice available, however, a higher number of customers may choose to use online services now they are confident in doing so rather than visiting the Guildhall for a face to face service.

7.9 As well as customers for WLDC services, WLDC visitors and customers for our tenants are also dealt with via the main Guildhall reception. A big majority of the customers that come into the Guildhall are attending Job Centre Plus (JCP) appointments. It should be noted that although a customer may not require services from WLDC it is a Council officer that has the first interaction with each person that walks through the door.

7.10 During 2023/24 a total of 40,979 customers visited the Guildhall for a face to face service, this is an increase compared to the previous year when 34,623 customers visited. 9,659 (24%) of these customers were accessing a WLDC service, 31,320 (76%) were accessing services provided by our tenants.

7.11 The graph below shows how many customers visited the Guildhall building each month during 2023/24 and the number of customers that were accessing WLDC or tenant services each month:



7.12 These visitor numbers along with data relating to the specific reasons why customers attend the Guildhall will be analysed and used in the plans for the future design of how the reception area will work in terms of face to face contact and how services will operate going forward.

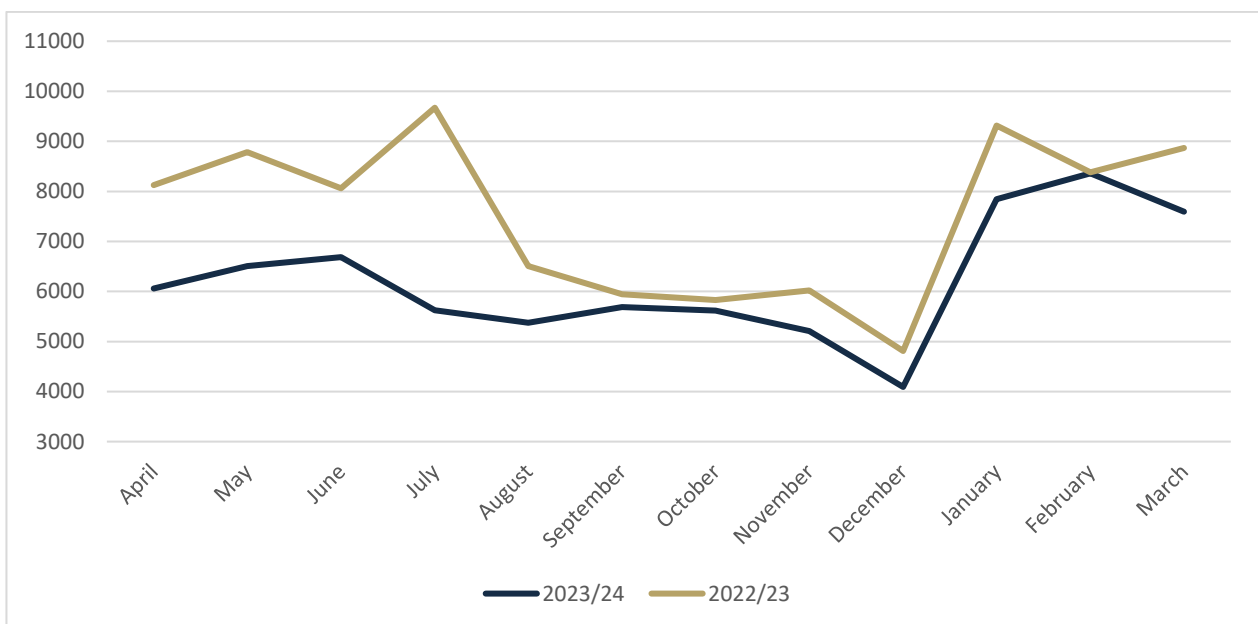
Telephone Calls

7.13 Telephone calls received through the council’s current contact centre are reported on for inclusion in this report, which includes calls received by customer services, revenues (council tax) and benefits. The contact centre records all calls that are made to the council’s main telephone number (01427 676676).

7.14 Overall telephone demand decreased during 2023/24 compared to the previous year, 74,655 calls were received into the contact centre (which includes customer services, revenues (council tax) and benefits) in 2023/24, whereas 90,314 were received in 2022/23, this is a decrease of over 15,000 calls in total. 2022/23 was a particularly busy year in terms of customer contact due to the implementation of the new recycling service, now that customers are used to it contact in relation to the new arrangements has decreased.

7.15 On average 88% of all calls received into the contact centre were answered and handled during 2023/24, this is an increase compared to the previous year where 84% of all calls were answered and handled on first contact. It should be noted that although a call may go unanswered, customer can opt to receive a call back once the officer is available. (unanswered call figures include calls which go through to voicemail services).

7.16 The graph below illustrates telephone demand via the contact centre each month for 2023/24 compared to the previous year:



Customer Service Call Volumes 2023/24

7.17 This section of the report examines calls received and recorded by the customer services department specifically. From the 1st April 2023 to the 31st March 2024 a total of 44,659 calls were received by the customer services department, 38,887 of these calls met the requirements for being recorded on the Council's Customer Relationship Management (CRM) system.

7.18 Some of the calls received were resolved on the first point of contact by the customer services department and other calls were either signposted to other external agencies or passed on for further involvement by another council department. This could involve a service request report, a paid service request, a call back request or a request for further information or advice from a specific department.

- 7.19 Calls that meet the requirements for being recorded are logged on the council’s Customer Relationship Management (CRM) system and the officer handling the call will record what council department or external agency the call was in relation to.
- 7.20 During 2023/34 38,887 calls handled by customer services were recorded against 32 Council departments and 7 external agencies. A full breakdown on the number of calls received for each of these can be found in [APPENDIX F](#).
- 7.21 86% (33,819) of the 38,887 calls recorded were for 9 council departments and 1 external agency. 41% (15,936) of the calls recorded were in relation to operational services (waste services) which included missed bin reports, bulky waste collections, fly tipping reports, new bin requests, big bin clear out requests amongst many other waste issues. The table below shows the top 10 reasons for calls recorded by the customer services department during 2023/24:

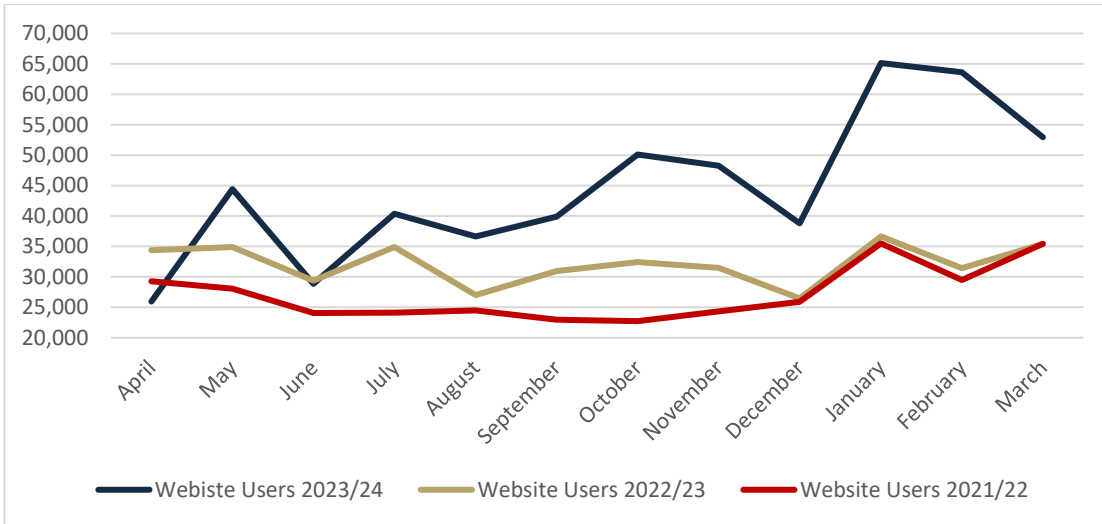
WLDC Service or External Agency Required	Number of calls recorded	% of calls recorded
Operational Services (Waste Services)	15,936	41%
Revenues (Council Tax)	6,324	16%
Planning and Development, Trees and Conservation	2,631	7%
Home Choices	2,408	6%
Customer Services	1,739	4%
Lincolnshire County Council (LCC)	1,344	3%
Building Control	1,089	3%
Trinity Arts Centre and Leisure	816	2%
Environmental Protection	792	2%
Communities	740	2%

- 7.22 Implementation of a new contact centre will commence in summer 2024 which will help to reduce the number of calls reaching the customer services department by automatic redirection of the calls meant for LCC and more automated assistance in place for routine requests, allowing time to be spent assisting more vulnerable customers and dealing with more complex enquiries. The new contact centre will also allow detailed reporting on the numbers and reasons for calls received and exactly how long is being spent handling each call.

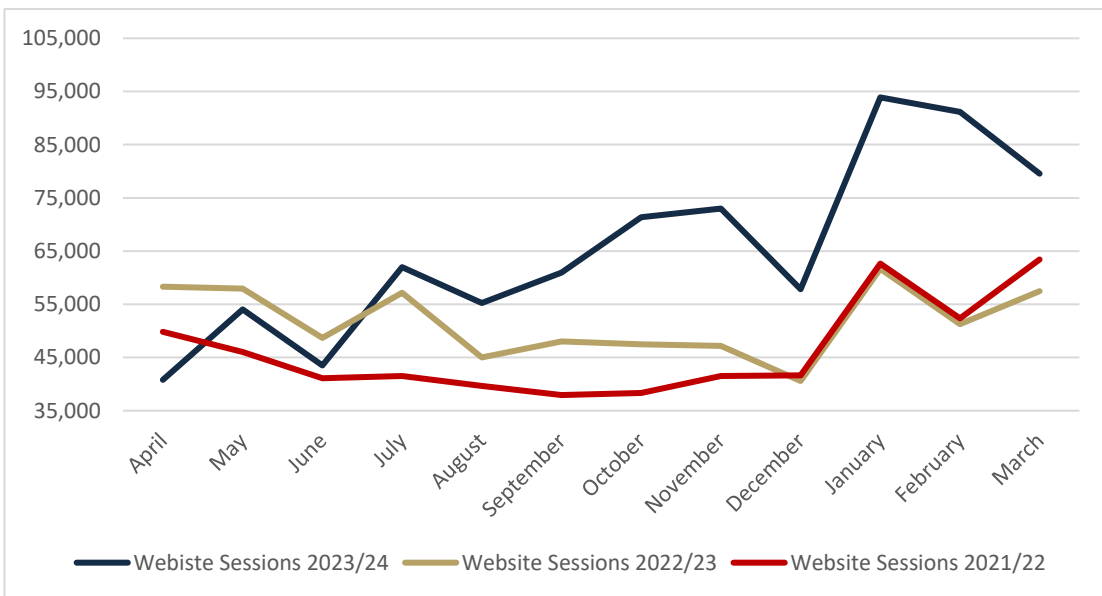
Online Customer Demand

WLDC Website

- 7.22 By using Google Analytics we are able to track users of the West Lindsey District website where they have consented to cookies being enabled which monitors their activity.
- 7.23 The graph below shows the number of website users each month compared to the previous two years. In 2023/24 there was a total of 535,999 users, this is a big increase compared to previous years. The number of website users increases during January, February and March each year due to the GGW subscription period that begins at the start of the year. As we work to expand the council’s digital offerings and improve the WLDC website we hope to see more website users in the future:



7.24 The graph below shows the number of website sessions each month compared to the previous two years. In 2023/24 there was a total of 783,305 sessions, again, this is a big increase compared to previous years. As with the number of website users, the number of website sessions increases during January, February and March each year due to the GGW subscription period that begins at the start of the year.

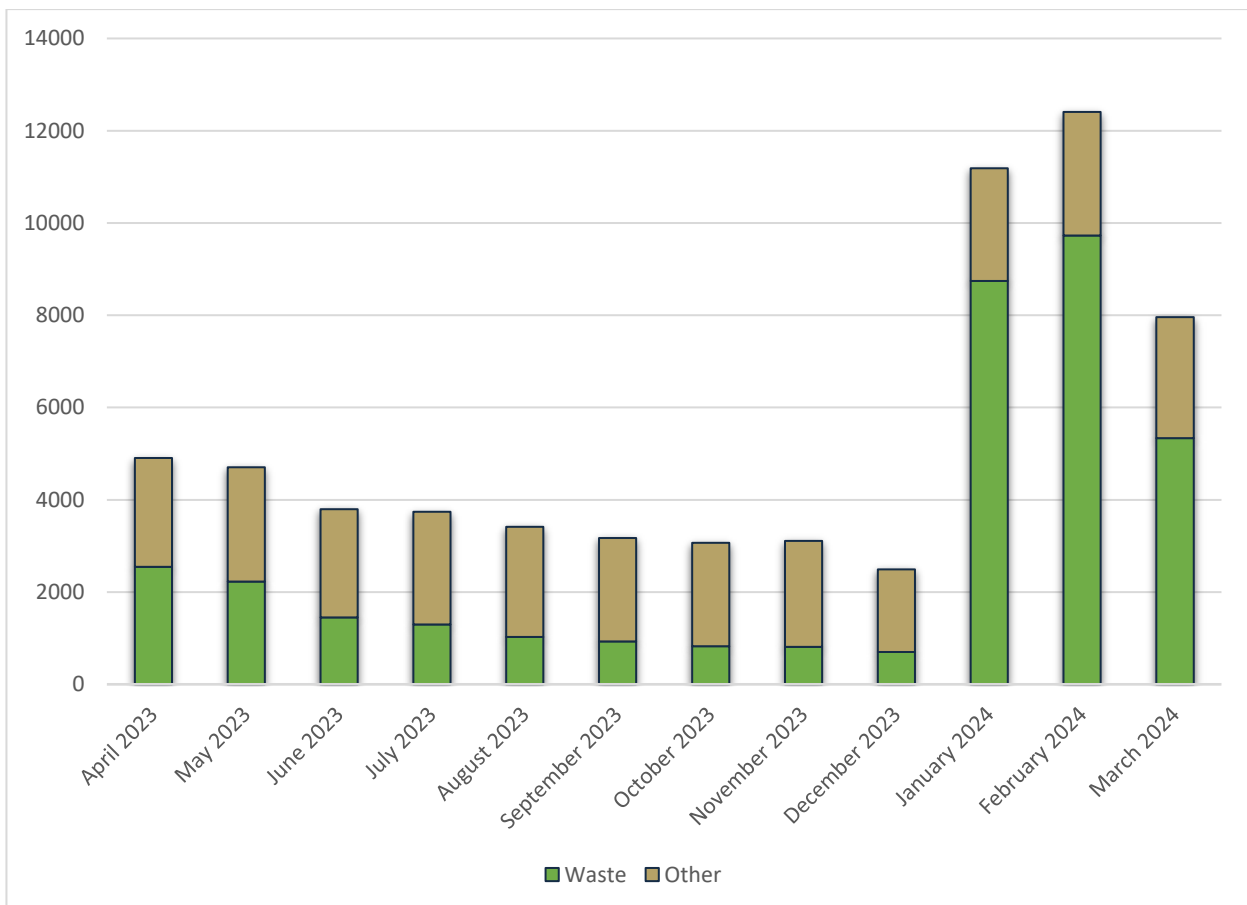


7.25 It is evident that customers are becoming more confident in using the Council website to access our information and services and the information provided is becoming more informative and helpful. It is important that our customers' needs can be met via our website and that they can access the services they require 24/7.

7.26 Work is constantly ongoing to improve the WLDC website and ensure that it is accessible to all at any time of the day and website feedback is collated each month and examined to identify where any improvements can be made.

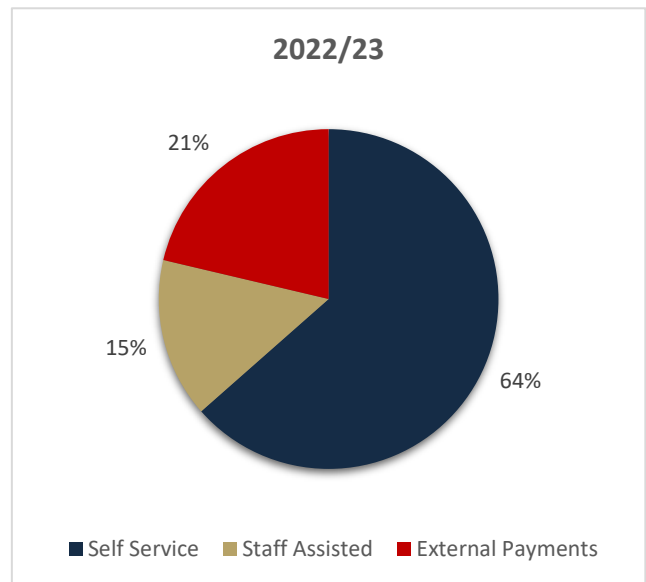
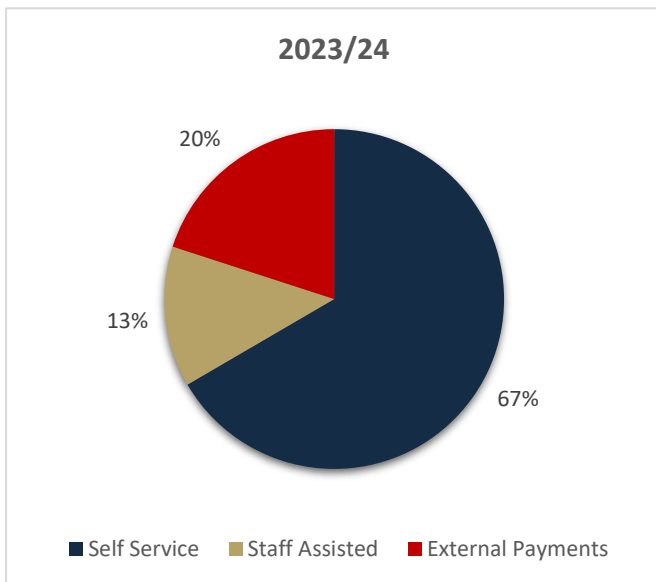
Online Service Requests – Eforms

- 7.27 Customers can request or subscribe to a service via the Council website. The most visited pages on the website include the general waste and green garden waste service pages during the subscription period and the second most popular pages are relating to planning and development, with revenues (council tax) and benefits coming in as third most popular.
- 7.28 Compared to the previous year there has been a decrease in the number of service requests made via online forms during the 2023/24 period. In total 64,131 online requests were received compared to 67,338 in 2022/23.
- 7.29 The main services requested via Eforms in 2023/24 were waste (green garden waste collections, bulky waste collections etc), revenues (council tax) and customer services. 56% of all Eforms completed (35,626) in 2023/24 were in relation to waste services.
- 7.30 The graph below illustrates how many online requests were received each month during 2023/24 broken down by waste requests and other requests. The increases in January, February and March are due to Green Garden Waste (GGW) subscriptions:



Payments

- 7.31 Various services across the council accept payments from customers. The methods in which customers make payments to the Council can be classified into three categories; Self-Serve, Staff Assisted Payments and External Payments.
- 7.32 Self-Serve payments include payments taken over the website, the kiosk in reception and the automated telephone payment line. Staff Assisted payments include payments over the phone, postal cheques and small amounts of cash taken face to face. External Payments include bank account payments (but not direct debit payments), Post Office payments and PayPal.
- 7.33 In the 2023/24 period 75,761 payments were taken (not including direct debit payments) which is a decrease when compared to the previous year. The breakdown of how these payments were made is illustrated in the charts below:



- 7.35 The payments received in 2023/24 consisted of 67% self-serve payments, this is an increase compared to last year which is due to the implementation and more frequent use of the automated payment facility. 13% of payments were staff-assisted, this has decreased slightly compared to the previous year and involves customers paying over the telephone with an officer. The volume of external payments has decreased compared to the previous year at 20%.

8. Conclusion

The 2023/24 year has been positive in terms of the decrease in the number of complaints received, an increased number of compliments received and a 9% increase in customer satisfaction when compared to the previous year.

2023/24 followed on from a 12 month period where residents were getting used to the new recycling arrangements that were introduced in April 2022.

The new CRM system has assisted in increasing customer satisfaction, in particular for waste services as customers now received more timely reminders and updates on the service requests they have made.

Self-service online and telephone continue to be the preferred methods of contact with the Council with over 95% of customers choosing to interact with us in those ways. More online self-service methods are being utilised by customers which means that we need to ensure that the information on our website is accurate, informative and up to date.

Our customers live, work, or conduct business within our district usually for extended periods of time; and therefore the Council needs to build a positive relationship with customers for long term success. We need to make it as easy as possible for our customers to interact with us seven days a week and 24 hours a day.

The information within this report provides important input into the delivery of the Customer Experience Strategy (which has recently been agreed by members), providing baseline data, enabling the Council to look through the customer's eyes at the services provided and to think, act and plan from the customer viewpoint which will be essential in making service improvements.

Work is also continuing on the T24 service redesign work, the data in this report will assist the redesign process. The service redesign work examines all elements of how each individual service operates from processes and procedures to how customers make contact with the service.

A customer wants to be seen as an individual and wants to find or obtain what they need quickly and easily. The Council's role is to help customers do what they need to do, with the least possible effort. The data in this report will allow the use of customer analytics to predict customer behaviour, personalised services and continually evaluate the customer journey leading to an improved customer experience overall.

This will enable the Council to deliver excellent customer services, ensuring that it is operating and using its resources in the best way possible to provide 'right first time' speedy, efficient and effective services.

The implementation of new contact centre technology commencing in Summer 2024 will open up a wider range of ways we can interact with our customers and will bring improved reporting opportunities so that we can better understand the customers we serve.

Appendices

Appendix A – Compliments received 2023/24 by Service

COMPLIMENTS	2023/24	2022/23	2021/22	2020/21	2019/20
Waste Services	409	243	48	145	81
Planning and Development, Trees and Conservation	258	242	211	172	171
Customer Services	167	162	212	168	145
Revenues (Council tax)	67	37	59	26	15
Street Cleansing	65	97	76	44	47
Arts and Leisure	47	29	22	7	17
Licensing	43	80	53	6	11
Building Control	39	11	15	14	21
Home Choices	30	45	24	15	10
Environmental Protection	26	41	20	12	11
Benefits	24	11	48	14	11
Customer Experience	19	26	15	13	7
WLDC Council in General	18	4	1	6	1
Community Safety	16	6	2	0	7
Growth and Regeneration	16	3	12	55	12
System Development	15	9	9	11	6
Property Services	12	7	6	4	8
Crematorium	10	13	0	6	3
Member and Support Services	10	19	10	3	36
Disabled Facilities Grants	9	12	12	9	2
Communities	8	4	11	5	10
Out of Scope	7	1	9	2	1
Planning Enforcement	6	5	7	9	6
Housing Enforcement	4	1	7	3	3
Local Land Charges	4	13	6	8	5
Communications Team	1	13	1	7	0
Electoral Services	1	0	3	0	1
Financial Creditors and Debtors	1	1	1	2	1
Food, Health and Safety	1	1	84	8	19
Management Team	1	0	1	7	1
Tourism	1	1	0	0	1
Wellbeing and Health	1	1	177	0	0
Totals	1333	1133	1117	784	675

Appendix B - Comments received 2023/24 by Service

COMMENTS	2023/24	2022/23	2021/22	2020/21	2019/20
Waste Services	42	70	96	26	33
Growth and Regeneration	10	4	1	0	2
Out of Scope	7	2	2	8	4
Planning and Development, Trees and Conservation	5	3	5	5	2
WLDC Council in General	4	0	2	1	0
Arts and Leisure	3	5	3	1	14
Revenues (Council tax)	3	1	2	3	4
Street Cleansing	3	4	7	2	0
Property Services	2	3	4	2	2
Communications Team	1	0	1	0	0
Communities	1	0	1	0	1
Customer Services	1	5	4	5	2
Electoral Services	1	0	2	0	0
HR	1	1	0	0	0
Licensing	1	1	0	0	0
Planning Enforcement	1	0	0	0	0
System Development	1	4	12	8	4
Totals	87	104	155	64	73

Appendix C – Complaints received 2023/24 by Service

COMPLAINTS	2023/24	2022/23	2021/22	2020/21	2019/20
Waste Services	65	107	38	45	58
Out of Scope	23	9	18	20	23
Home Choices	14	7	7	2	4
Planning and Development, Trees and Conservation	14	17	21	44	23
Planning Enforcement	11	9	14	14	12
Revenues (Council tax)	11	17	14	9	6
Environmental Protection	6	4	3	9	6
Community Safety	5	1	7	5	1
Customer Services	3	11	4	4	8
Licensing	3	1	0	1	0
Arts and Leisure	2	3	3	1	19
Benefits	2	2	4	3	5
Communities	2	0	0	0	1
Housing Enforcement	2	2	2	2	10
Street Cleansing	2	5	5	4	3
Building Control	1	0	0	1	0
Cemetery	1	0	0	0	0
Disabled Facilities Grants	1	1	4	3	0
Electoral Services	1	0	1	0	0
Financial Creditors and Debtors	1	2	0	0	2
Growth and Regeneration	1	0	0	1	2
Internal Confidential Issues	1	1	0	0	0
Local Land Charges	1	0	2	0	0
Member and Support Services	1	0	1	2	0
Property Services	1	5	2	2	3
WLDC Council in General	1	0	1	2	0
Totals	176	210	155	178	187

Appendix D – Upheld complaints 2023/24 by Service

UPHELD COMPLAINTS	Number of complaints received	Number of upheld complaints	Upheld complaint %
Waste Services	65	29	45%
Home Choices	14	4	29%
Planning and Development, Trees and Conservation	14	2	14%
Planning Enforcement	11	0	0%
Revenues (Council tax)	11	1	9%
Environmental Protection	6	0	0%
Community Safety	5	1	20%
Customer Services	3	3	100%
Licensing	3	0	0%
Arts and Leisure	2	0	0%
Benefits	2	0	0%
Communities	2	0	0%
Housing Enforcement	2	0	0%
Street Cleansing	2	2	100%
Building Control	1	0	0%
Cemetery	1	1	100%
Disabled Facilities Grants	1	0	0%
Electoral Services	1	0	0%
Financial Creditors and Debtors	1	1	100%
Growth and Regeneration	1	1	100%
Internal Confidential Issues	1	0	0%
Local Land Charges	1	0	0%
Member and Support Services	1	0	0%
Property Services	1	1	100%
WLDC Council in General	1	0	0%
Totals	153	46	26%

* Out of scope complaints are excluded from this table

Appendix E – Learning and improvement actions 2023/24

Waste Services – correct working practises

Crews have been reminded about the correct working practises in relation to various activities including bins being returned to the boundary, or location taken from for assisted collections, ensuring that tags on contaminated bins are marked showing what the offending item/s are.

If any waste debris or broken glass is caused then crews should remove the mess before moving on (where possible) and when there is a delay with bin deliveries or bulky collections customer services should be advised so that customers can be made aware.

CRM Waste Reports

Some work and investigation needs to take place regarding capacity for images on the CRM system. It may be that some older images no longer needed can be deleted to free up some capacity for more images.

This could be carried out via an automatic process after a certain length of time. Further discussion is required. This action has been completed.

Waste Services – customer education

A comment received from a councillor regarding customer feedback and customer experience highlighted that customers need to be further educated in terms of what is accepted in which bin and stated that more communications would be beneficial going forward.

This was shared with relevant officers and has been implemented since the comment was received. The new waste collection calendars that are being produced for 2024/25 have this information included, all properties will receive one of these calendars and more information has been shared on social media channels.

Waste Services – collection inconsistencies

Customer feedback received in various forms during quarter 2 has highlighted the need for waste crews to be reminded of the waste policies and that they need to be consistent across every property in the district in terms of contaminated bins. This feedback was shared with the waste services supervisors and crews are reminded on a regular basis.

Waste Services – website information

A complaint investigation found that the WLDC website did not make it clear that side waste would not be taken, and that this applied to all collections, and the leaflet regarding recycling and what is accepted in each bin did not make it explicitly clear that the no side waste policy related to all bins.

The website was corrected as soon as this was identified, and arrangements are in place to amend the leaflets on the next print run.



Waste Services – incorrect tags being used
<p>A comment received from a customer regarding their bin being tagged included a photograph of the tag that had been used. On examination it was noticed that the tag said 'Advisory' on it. These 'Advisory' tags should have all been destroyed after the initial roll out of the new recycling system as they were no longer being used due to having incorrect advice printed on them.</p> <p>The waste service supervisors carried out an audit of all the tags in stock to ensure that all the 'Advisory' tags had been destroyed and were no longer being used.</p>
Street Cleansing and CRM
<p>An upheld complaint for street cleansing found that the crews were not entering information onto CRM correctly. The crew marked a fly tipping removal as completed on the CRM system when they should have marked it as being dealt with by another department, the community safety department.</p> <p>This led to a confirmation email being sent to the customer that made the report, ending in a formal complaint as the fly tipped rubbish had not actually been removed when the confirmation was received by the customer. The street cleansing manager and waste services supervisors have been made aware of the need for further training for operatives on how to accurately input and record information on the CRM system. This is particularly important when automatic confirmations are being sent to customers and to ensure that accurate records are being kept. Crews have since been provided with guidance on accurate reporting on CRM.</p>
Community Safety -responsibilities
<p>Service Standards for customer contact are required and processes/policies that set out who is responsible for what and what WLDC can do - explaining cross overs between ASB matters and noise where noise is also involved. We need to ensure that customers are being contacted and updated in a timely manner by the ASB team. This work has been completed.</p>
Growth and Regeneration - business advice

A complaint received and investigated in relation to business advice provided by a third party on behalf of WLDC found that improvements were required. The separation of what falls under WLDC and what the business advisor would be responsible for is needed for any new arrangements going forward.

This has been discussed with the Economic Growth Team Leader who now ensures that more detailed paperwork is used.

Outgoing and incoming calls to customers via teams

A complaint investigation required call logs to be examined, however this was not possible as it was identified that calls via teams could not be reported on. Further investigation is currently taking place in conjunction with the IT department to establish why the calls cannot be reported on to ensure that the issue is fixed going forward.

IT Email addresses created via the creation of a team on Teams

An investigation into a planning complaint assisted the discovery of some unmonitored email addresses that had been activated via teams being set up on Microsoft teams. These email addresses were showing and were being picked up by officers on the outlook email system and emails had been sent to the one that was found that had not been read or actioned as the team were unaware that it existed.

This was raised with the IT team who undertook an audit to ensure that the email addresses in this category were no longer visible to officers on outlook.

Revenues (Council Tax) - Payments Online

Customer feedback received identified that some customers were finding it difficult to navigate the website to complete a payment online following some system updates that had recently been made.

The CSS Business Manager worked with the system provider to amend the system to make it more straight forward and obvious on how you proceed to complete making a payment online. This has been completed, tested and implemented.

Revenues (Council Tax) – customer enquiries

A complaint investigated regarding a council tax payment that had not been correctly allocated found that an administration error had been made when the customer sent a follow up email querying the matter.

The email had accidentally been missed and not responded to or actioned. This was discussed with the Senior Revenues Officer who has put extra measures in place with the officers that deal with incoming emails to ensure that this does not happen again in the future.

Revenues (Council Tax) - Empty Homes Review correspondence

Although the complaint mentioned above regarding empty homes review correspondence was not upheld it was suggested that it could include more information in the future. Although the correspondence was sent from a WLDC email address the email didn't explicitly state that it was relating to an 'Empty Homes Review' and it didn't include a customer reference number, which would be helpful for customers in the future.

Revenues (Council Tax) – updating account information

An investigation into a complaint found that an error had been made when a change in circumstances notification was received. It was not correctly entered onto the system leading to an account being closed and reopened in the landlords name. More due diligence, care and attention is required by officers when making updates to accounts especially during busy periods.

The council tax team were made aware of the upheld complaint and the issue identified and they were reminded of the importance of ensuring that updates to accounts are accurate and correct.

Planning and Development - Outgoing Post Processes

A complaint found that a customer had not received a response to their letter, the response had been written and had been sent for posting but it was not sent to the correct email address for the post room. This was not identified until the complaint investigation took place.

Officers in the planning administration team were reminded of the correct email address to send letters that required posting to in order to ensure that this error does not occur again in the future.

Property Services - Car Park info on WLDC website

A complaint investigation found that information on restrictions for size and weight in WLDC owned car parks was not published on our website. A visitor had looked and didn't see any restrictions so came to visit in a camper van but when they arrived here they found that they could not park as there are weight and size restrictions in place, as displayed on the signs within the car park.

When this was highlighted arrangements were made for the website to be updated so that this is made clear for anyone planning to visit and use our car parks in the future, if the wheel base fits in a parking bay the overhanging isn't an issue but this is not made clear. Work is currently ongoing on the current parking strategy to improve the car park offering in the area, with a view to introduce bays for motorhome parking.

Property Services - Car Parking in Market Rasen for Motorhomes

A comment received regarding parking a motorhome in the Council's Market Rasen car park. The customer claimed that the signs were not clear on whether they were able to park there. The parking FAQ's on the website had previously been updated to explain that as long as the motorhome can fit into the width of the parking bay, it is allowed to overhang, and they will not get a PCN.

This was going to be made more prominent. Information was also going to be added to the website explaining that parking payments were cash only (no card payments) or via the RingGo phone app. Work is currently ongoing on the current parking strategy to improve the car park offering in the area, with a view to introduce bays for motor home parking.

Appendix F – Calls handled by Customer Services in 2023/24

WLDC Service or External Agency Required	Number of calls received	% of all calls received
Operational Services	15936	41%
Revenues	6324	16%
Planning and Development	2631	7%
Home Choices	2408	6%
Customer Services	1739	4%
Lincolnshire County Council	1344	3%
Building Control	1089	3%
Trinity Arts Centre and Leisure	816	2%
Environmental Protection	792	2%
Communities	740	2%
Housing and Enforcement	733	2%
Licensing	632	2%
Benefits	623	2%
External Issues	529	1%
Assets and Property	508	1%
Homes, Health & Wellbeing	373	Less than 1%

Electoral Registration	263	Less than 1%
Anti-Social Behaviour	197	Less than 1%
Food Health and Safety	154	Less than 1%
Member and Support Services	150	Less than 1%
Citizens Advice Bureau	128	Less than 1%
Projects and Growth	120	Less than 1%
Communications	108	Less than 1%
Human Resources	85	Less than 1%
Systems Development	73	Less than 1%
Finance	67	Less than 1%
ICT Support	66	Less than 1%
Job Centre Plus	52	Less than 1%
Chief Execs Office	47	Less than 1%
RAF Scampton	47	Less than 1%
Town Council	30	Less than 1%
Land Charges	29	Less than 1%
Managed Estates	23	Less than 1%
Performance and Programmes	9	Less than 1%
Spam calls	8	Less than 1%
Voluntary Services	6	Less than 1%
Procurement	4	Less than 1%
Lea Fields Crematorium	2	Less than 1%
NEW	2	Less than 1%
Total	38887	