



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
3 NOVEMBER 2025

UPDATE ON ADULT SOCIAL CARE CUSTOMER SERVICE CENTRE

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of report

1. The purpose of the report is to provide members of the Committee with an update on activity and developments within the Adult Social Care (ASC) Customer Service Centre (CSC).
2. At its meeting on 1 September 2025, the Committee raised concern about the lack of telephone contact that could be made to the Department which made it restrictive for people. Members requested that a call-back system be investigated, and that an annual update on the ASC CSC performance be provided.

Policy Framework and Previous Decisions

3. The Committee received a report on the ASC CSC in November 2024. This report provided an overview of CSC programme of improvement (the Adult Social Care Front Door Improvement Project) supported by the Transformation Unit.

Background

4. The purpose of the ASC CSC is to provide advice information and guidance for people who may require adult social care support, professionals and other partner organisations.
5. The CSC triages incoming contacts and seeks to provide resolution through one-off advice and signposting, or through additional adult social care support up to, and including, the provision of services where eligibility criteria has been met.
6. The CSC programme of improvement was closed in May 2025, and the process of continuous improvement was transferred to business as usual.
7. Targets for improvement were set against key performance measures; wait times, throughput of work, channel shift, and demand into the CSC. Targets are monitored on a daily, weekly and fortnightly basis and are regularly reviewed to ensure they meet the requirements for improvement.

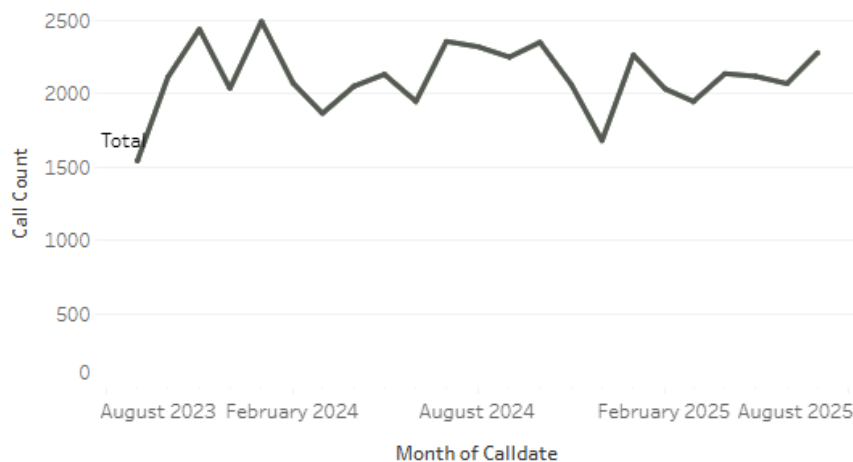
Current position

8. There are two principal channels for people to make referrals into the CSC; telephone calls and online Portal forms, via the Leicestershire Adult Social Care Portal.
9. The Leicestershire Adult Social Care Portal is a secure communication channel between the public and Leicestershire Adult Social Care. It has functionality that allows members of the public and other professionals to submit information to the department. They do this via a number of forms which then feed the information directly into the Care Management system, thus reducing the delays caused by the need to re-key information. The Portal can be accessed directly via the internet, and also has links out of the Leicestershire County Council website.
10. The CSC also receive email referrals from the East Midlands Ambulance Service (EMAS) and Leicestershire Police. There is no public email address. Additionally, there are occasional letter referrals, and a dedicated text phone service for people who are deaf or hard of hearing.

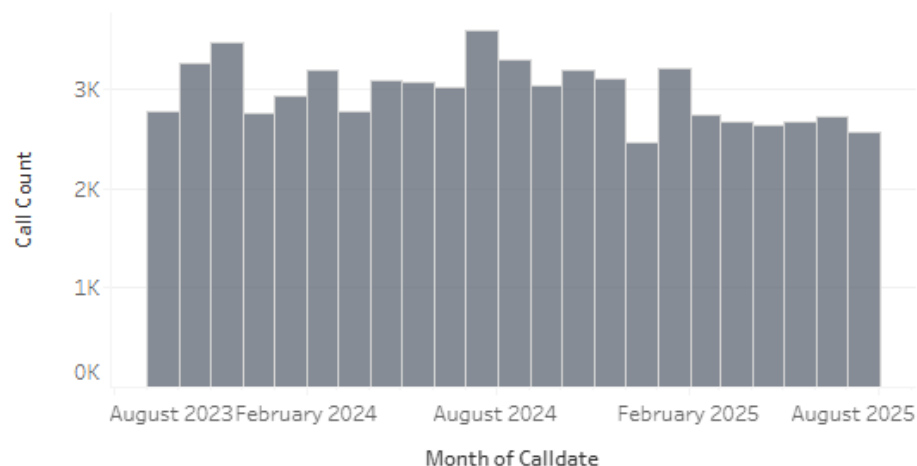
Telephone referrals

11. The following charts show telephone contact and usage since August 2023:

Inbound Monthly Trend

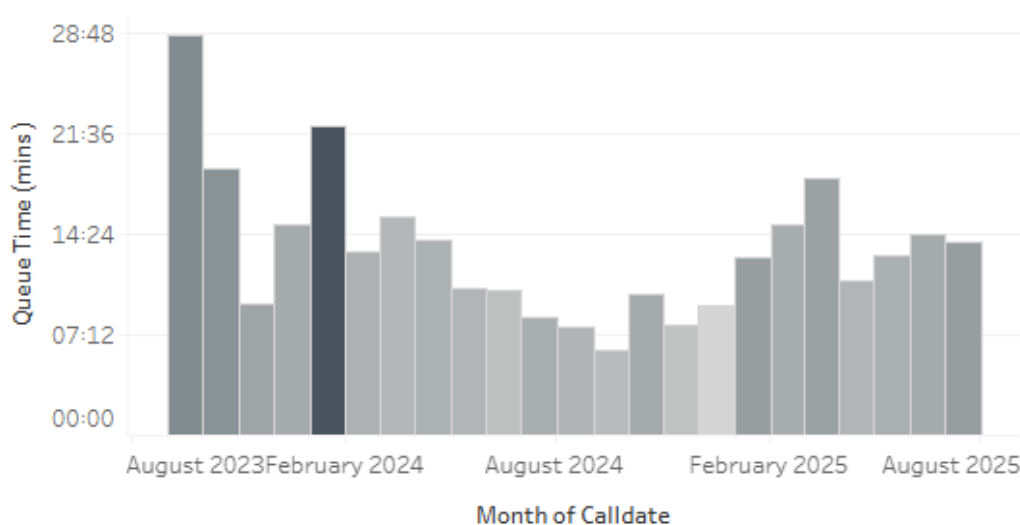


Outbound Monthly Trend



12. Outbound calls always outnumber inbound calls – it is rare that the CSC can get all the information they need from one call in, and often need to make multiple calls out to have an adequate understanding of a situation to be able to make a decision. For example, in January 2025, the CSC received 2,260 calls, but made another 3,215 calls, so in total there were 5,475 calls into and out of CSC.
13. Queue times vary throughout the day, and are longer at busy times such as lunchtime. Staff are moved within CSC to cover calls at expected or actual busy periods. Queue times are also influenced by length of calls, which can vary from a few minutes to two hours or more. The average queue time during August 2025 was 14 minutes.

Queue Time over time



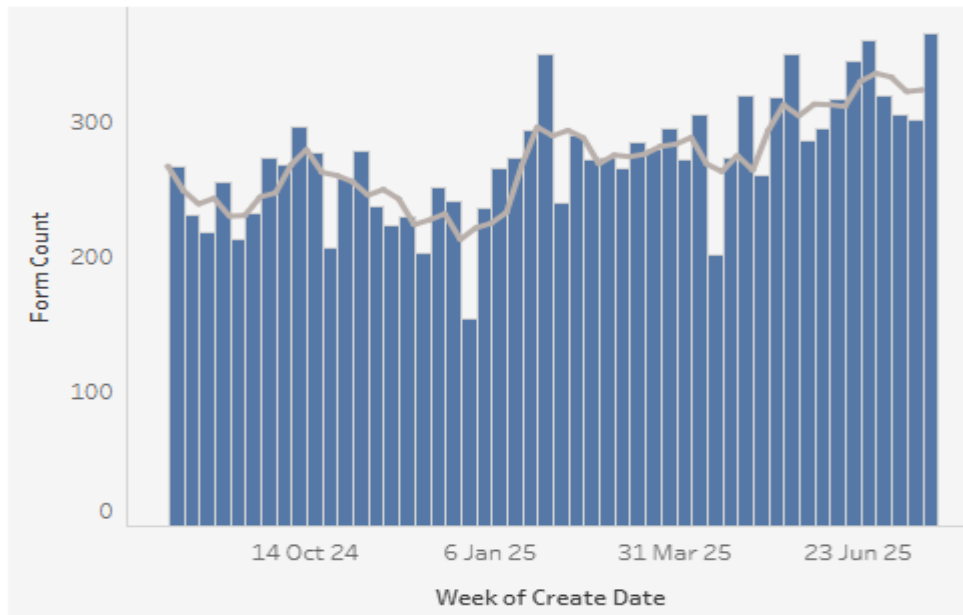
14. The telephony system utilises an Interactive Voice Response (IVR) system to re-route a caller to the most appropriate team. The IVR will also provide links to portal forms and web pages, both verbally and via text message, to enable people to self-serve if they prefer, or for them to look up the name and contact details for their allocated worker if they have one. The IVR always gives an option for a caller to talk to a person if they wish to do so.
15. The CSC's current telephony system, Anywhere 365, does not have a call-back function. The Council IT service is currently investigating how this system works and whether the Council should invest in this provision. Should this be agreed, the CSC will consider whether the functionality could be utilised, the resource implications and how it could be implemented to improve efficiency and customer experience.
16. Social care staff can also make referrals internally using the Case Management system.

Portal referrals

17. The Adult Social Care Portal can be accessed directly via the internet or via the Council's website. There are 20 portal forms available for the public and professionals to use. Forms are accessed directly on the Portal, or by re-directs from the Council website.

18. The number of portal forms completed is on an upward trajectory, as is the number of types of form that people can complete. The current average of portal forms received by CSC is 320 per week.

Weekly Trend



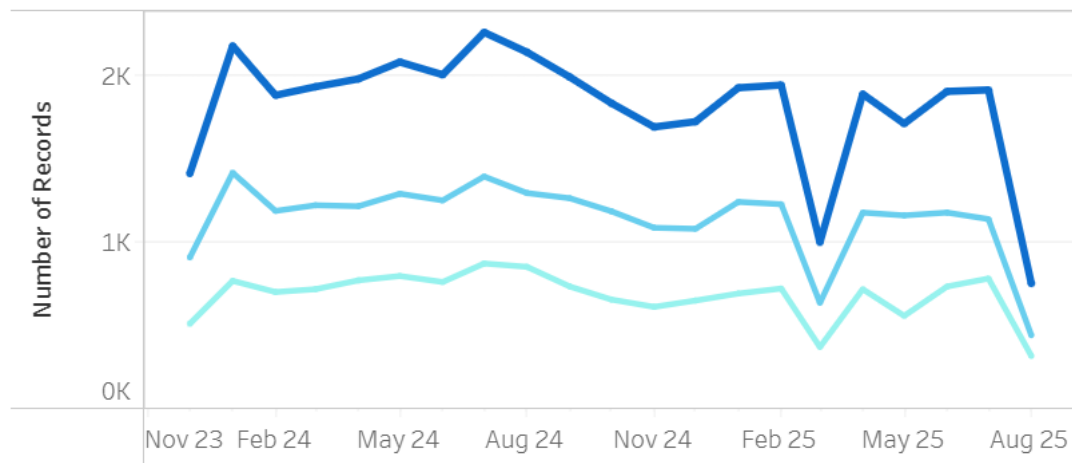
19. If people refer into the CSC using a portal form, they receive a message advising them of the outcome of their referral and (if appropriate) indicating the next step in their journey.
20. The CSC promote a text service for people to be messaged with the name and contact details for a worker who has been allocated to their case. This is shortly to be extended to include duty teams where a specific worker has not yet been allocated.

Email referrals

21. CSC receive referrals via email from EMAS and Leicestershire Police – there is no public email address. The current average is 1,950 per month (around 500 per week).

Email Demand

Total Emails Recieved into CSC Tier 1 and Tier 2



22. For all contacts with the CSC, between 10% and 15% are closed with advice, information or guidance being the outcome. CSC staff have access to a knowledge bank and to the Joy App (which holds information about services and support available within the community) and will signpost to a variety of self-service alternative support sites if appropriate. They also give people the ASC information pack, either by sending as an email attachment or sending out a hard copy pack. This pack provides a range of information relating to support provided by the Department.
23. Staff resources within the CSC are reassigned daily, or more frequently, to optimise response times for all channels into the team.

Resource Implications

24. The resource implications of implementing a call back service within the CSC are yet to be established.
25. The Director of Corporate Resources and Director of Law and Governance have been consulted on the contents of this report.

Timetable for Decisions

26. At its meeting on 1 September 2025, the Committee requested that an annual update on the ASC CSC performance be provided.

Consultation

27. The Adults and Communities Engagement Panel are consulted on proposed developments to the CSC, and have contributed to changes made to the CSC as part of the continual improvement process.

Conclusions

28. The Committee are invited to comment on the contents of the report, noting the ongoing activity underway, and the progress made so far in making considerable improvements to the experience of ASC customers.

Recommendation

29. The Committee is asked to:
 - a) Note the update report on the ASC CSC.
 - b) Provide comment and feedback on the content within the report.

Equality implications

30. An Equality Impact Assessment was undertaken for the wider Customer Experience Strategy; any action undertaken within CSC is in line with the direction set out in that Strategy.

31. Any changes undertaken within the CSC is under the premise that reducing demand is targeted at addressing failure demand, which is reducing demand that is not adding value to the customer, freeing up capacity for those people that need to contact the CSC. There are no proposals to remove contact channels, the focus is on diverting customers who can contact us via other channels so that the telephone is available for customers.

Human Rights implications

32. There are no human rights implications arising from this report.

Background papers

Report to Adults and Communities Scrutiny Committee: 4 November 2024 – Adult Social Care Customer Service Centre

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CIId=1040&MIId=7454&Ver=4>

Customer Experience Strategy

https://democracy.leics.gov.uk/documents/s187224/Appendix%20A_Customer%20Experience%20Strategy%20for%20approval%20Dec%202024.pdf