|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2.1 To establish the flow of the telephone contact into the organisation with regard to issue, time, average duration etc. | | | | |
| **Should there be just one number?**  Assume  There are two numbers in use – 525252 The Freephone 0800 number is meant for Repairs only    Customers use both numbers, Freephone numbers are not free to mobile customers  IVR Menu choices | Customer Questionnaire, evidence indicated that a variety of numbers were being used by customers.  Confusion exists in customers.  Statistic on mobile vs. land-line + calls. Reference the figures are skewed due to doubling up of mobile figures.  IVR Menu choices – there is a list of staff prepared and maintained. | Customer confusion, given that a variety of telephone numbers to contact Housing Hartlepool persists.  Costs of calls to customers using a mobile phone | Based on evidence from customer Questionnaire, it is recommended that a move to a ‘customer’ single one number ‘only’ policy for phone contact be adopted, and that it be *(similar to Tristar)* a 0300 number *(free for land lines – cheapest for mobile phones).*  All company documentation, leaflets and advertising to display this single number only.  IVR Menu choices not to be increased (currently 5) and to be reviewed to reduce number of choices. | Customer confusion will continue, given that a variety of telephone numbers to contact Housing Hartlepool persists.  The costs of using the 0800 repairs number is excessive for mobile phone users and the company will be required to inform callers that a cost applies to mobile phone users.  Customers will continue to be directed inappropriately if staff members continue to ignore the ‘document phone number policy’. |
| **Why are customers calling?**  Assume  *Emphasis on the need for being able to identify the ‘context of contact’ (why are they calling?)*  The CT responds to basic customer questions regarding Repairs, Rents and general housing issues, plus customer Complaints.  Customers the contact CT as a 1st point of contact regarding the differing housing issues that concern them directly, and to get a response that will resolve the issue, or move it along. | IRG Meeting Notes 3rd March  Customer Questionnaire as agreed at IRG (3-3-2011)  Qualitative & Quantitative assessment of survey form results (21-06-2011)  Site visit/s - (9th, 11th, 13th May 2011)  The CT responds to basic questions regarding Repairs, Rents, Benefit Issues, CBL, Terminations, general housing issues, taking Payments etc., Plus they are first contact for initial customer Complaints. | The staff undertake far more than just answer the phone due to their dedication, but this can cause problems in the call clearance rate.  Call forwarding customer issues to other departments is dire, due to staff being unavailable to take the call in the relevant department (90% of customer referrals fail) requiring a call-back scenario.  Call-backs are managed with personal ad/hoc written notes (not logged) making it easy for items to be mislaid or lost and return calls overlooked.  Unanswered customer call-back triggers an automated response message to be left for the customer (no name or reference provided). The customer returning the call is unaware who has called and a global e-mail message is sent to relevant staff in an attempt to identify the issue and provide a response to the customer returning the call. | Comprehensive Phone System review as per customer questionnaire/survey and site visit evidence. | Delays to resolving customer issue if call forwarding customer issues to other departments, due to staff being unavailable to take the call in the relevant department .  90% of customer referrals fail requiring a call-back scenario  Unanswered customer call-back triggers an automated response message to be left for the customer (no reference is provided). The customer is unaware who has called and a global e-mail message is sent to relevant staff in an attempt to identify the issue and provide a response to the customer returning the call |
| **What do they expect from us?**  Assume  Want their questions answered as quickly as possible.  Confidentiality and security of their personal details and records, handled, stored & accessed by staff in a secure and safe environment  Want to be redirected swiftly to a person who can help resolve the query/issue.  **What do they expect from us?**  As above | IRG Meeting Notes 3rd March 2011  Site visit/s - (9th, 11th, 13th May 2011)  IRG Customer Survey / Questionnaire results  Indications (qualitative & quantitative) from IRG customer Questionnaire (5% complaints {6 out of 121} giving a potential 350 complaints from total number (7000) of housing tenants. Also 10.74% (13 out of 121) replies on service improvement’. Potentially 750 of tenants.  As above | Some complaint issues are not logged for statistical reporting. (KPI’s)  Call forwarding customer issues to other departments is dire, due to staff being unavailable to take the call in the relevant department (90% of customer referrals fail) requiring a call-back scenario.  E-mail messages are sent to the relevant department/s with call details; the e-mails are not logged/recorded or replied to, with feedback from the department handling the call, non-existent (system failure).  Call-backs are managed with personal ad/hoc written notes (not logged) making it easy for items to be mislaid or lost and return calls overlooked.  Unanswered customer call-back triggers an automated response message left for the customer (no name or reference provided). The customer unaware who has called and a global e-mail message are broadcast to relevant staff in an attempt to identify the issue and provide a response to the customer returning the call.  It is possible for all contact team staff to log out of the system with no warning message box or visual/audible alarm indication, leaving the system unmanned.  Space constraints of the various offices there is little privacy or confidentiality for either reception counter customers or telephone callers.  Security of confidential customer benefit forms (admin duties) while being processed is poor.  Cash is being received over the counter with no security protection for staff. No screening or security gate (all sites)  If complaint resolved by CT, the complaint is not logged or the department concerned contacted and informed of its nature. | The responses will vary from one person to another – based on experience.  Forward the call to other areas, ‘one person’ per department/business area. If the assigned person is unavailable the result is a call-back scenario.  Reappraisal of current capture of data for statistical reports and KPI capture.  The ‘context’ of the customer contact will continue to be ‘lost’ in statistical  Company evaluations.  Review of all working practices to include interdepartmental communication/s (including feedback procedures)  Review of Confidentiality issues, and Complaint handling procedures. | Data captured by the current telephone system and company questionnaires will continue to be distorted, and will produce flawed and misleading information/reports, influencing ‘decision making judgments’ affecting management decisions concerning customers.   * + 1. Customers will continue to have their calls not being resolved due to staff in differing departments being un-contactable/unavailable to CT staff.     2. Customer complaints will continue not be logged and fully recorded.     3. The confidentiality and security of customer personal details and records remain ‘at risk’ as they continue to be voiced and/or handled in ‘open’ reception areas.     4. Flawed and misleading data/reports for management decision making will continue |
| **Working Practices**  Assume  Well-organised, professional working practices and procedures are operated throughout the CT department  **Working Practices**  As above | The teams work at different sites with differing facilities.  Site visit/s - (9th, 11th, 13th May 2011)  There is tension and unease between duties as receptionist and contact team member.  Administration duties of other department/s workload are on an ‘ad/hoc’ basis are ‘substantial’.  Call forwarding customer issues to other departments is dire, requiring a call-back scenario.  Call-backs are managed with personal ad/hoc written notes  It is possible for all contact team staff to log out of the system  No specific Contact Centre ‘on or off the job’ training available and no team meetings.  There is no answerphone facility | The staff undertake far more than just answer the phone due to their dedication, but this can cause problems in the call clearance rate.  They undertake administration work for other departments but as no record is kept, there is no ability to recharge for the work undertaken.  Administration duties of other department/s workload create undue workload pressure on contact team staff at all sites to complete the work, thus producing the risk of errors and mistakes on customer records.  Time constraints and deadlines are at times applied to the administration workload, causing delays in answering ‘customer’ reception counter visits and telephone queries.  Call forwarding customer issues fail, due to staff being unavailable to take the call in the relevant department (90% of customer referrals fail) requiring a call-back scenario.  E-mail messages are sent to the relevant department/s with call details; the e-mails are not logged/recorded or replied to, with feedback from the department handling the call, non-existent (system failure).  Call-backs are managed with personal ad/hoc written notes (not logged) making it easy for items to be mislaid or lost and return calls overlooked.  Unanswered customer call-back triggers an automated response message to be left for the customer (no name or reference provided). The customer returning the call is unaware who has called and a global e-mail message is sent to relevant staff in an attempt to identify the issue and provide a response to the customer returning the call.  There appears to be no specific Contact Centre ‘on or off the job’ training available (currently face to face), posing the risk of incorrect information being given out.  It is possible for all contact team staff to log out of the system with no warning message box or visual/audible alarm indication to the staff, leaving the system unmanned.  There are no team meetings resulting in low morale, a lack of cohesion and team spirit.  There is no logging system for requests or posting of company forms so they can be missed/not sent.  There is no answerphone facility so in the case of a fire alarm/drill when offices are evacuated calls will go unanswered.  There is no hand-over procedure at shift start/end for part time or stand-in staff.  Systems are inherited, cobbled together, and operationally not suitable for the task. | Comprehensive review of current Working Practices & Systems management within the Contact Team at all sites.  Review of current system hardware and software available to improve existing equipment, data processing and flow of information. CRMS/RDMS  As above | Resolution of customer issues, complaints and queries will continue to be delayed.  The call-back scenario will continue if forwarded calls go unanswered.  Feedback to CT members relating to issues will continue to be non-existent.  Efficiency and effectiveness of the computer system and the current software will deteriorate and threaten company performance.  As above |
| **Confidentiality & Security**  Assume  Confidentiality and security of customer personal details and records is paramount at all times.  A safe, secure and protective visitor and staff working environment at all CT sites. | The teams work at different sites with differing facilities.  Site visit/s - (9th, 11th, 13th May 2011)  Site visits confirmed ‘part-completed/completed and detailed’ customer records (housing applications, housing benefit and other information) were in open view on desks and work areas for inputting onto the system whilst completing the administration tasks as part of their duties.  Visiting customers are able to overhear specific conversation details of customers and telephone discussions at the ‘open’ office counter/desk.  No ID or visitor badges offered to visitors requiring back office access. Visitor access is logged at Greenbank office  Study of evidence, provided by support staff. | Due to the design and space constraints of the various offices there is little privacy or confidentiality for either reception counter customers or telephone callers.  Non-conformance of Data protection Act 1990.  Cash is being received over the counter with no security protection for staff. No screening or security gate (all sites)  Security of confidential customer benefit forms (admin duties) while being processed is poor.  No threat ‘key word/s’ to warn other staff present, of a threat situation.  Concerns if ‘threat alarm’ (panic button) activated, regarding the length of time for physical response presence on site in satellite offices.  There are occasions (in satellite offices) where lone working occurs, again with no security.  No ID | A full and Comprehensive review of Confidentiality & Security measures currently employed within the Contact Team at all sites.  Current Confidentiality and Safety procedures considered at a minimal level. | Customer personal details and records will continue to be at risk and lost or mislaid.  Customers and staff will remain at risk of acts of threat and conflict.  Staff suffering from a trauma situation will continue to have recover at their workspace if no ‘respite’ facility is available.  Customer telephone conversations will continue to be overheard by other customers visiting the reception area.  Confidential customer information will continue to be processed in open view of other customers. |
| **Health & Safety**  Assume  Current Health and Safety at Work Standards are complied with at all CT sites. | The teams work at different sites with differing facilities.  CT Staff Questionnaire    Site visit/s - (9th, 11th, 13th May 2011)  Health and Safety issues at all sites (see risks identified)  Study of evidence, provided by support staff. | Cash is being received over the counter with no security protection for staff. No screening or security gate (all sites)  No threat ‘key word/s’ to warn other staff present, of a threat situation.  Concerns if ‘threat alarm’ (panic button) activated, regarding the length of time for physical response presence on site in satellite offices.  There are occasions (in satellite offices) where lone working occurs, again with no security.  No ID or visitor badges offered to visitors requiring back office access. Visitor access is logged at Greenbank office.  VDU monitor screens for multiple software programs are too small and may contravene regulations.  Team members normally take breaks at their desks and have no ‘break out’ (respite/chill-out) room to recover from a trauma call/visit, or take the required break away from their monitors contravening health and safety regulations. | Comprehensive review of current Health & Safety practices within the Contact Team at all sites.  Comprehensive review of current of customer and staff safety and security.  Current H&S procedures considered at a minimal level. | If current Health and Safety at Work practices continue, staff and customers will remain at risk to threat and conflict situations arising.  Staff suffering from a trauma situation will continue to have recover at their workspace if no ‘respite’ facility is available.  Staff may suffer eye strain problems due to VDU screen size and font size.  Customers and CT staff could find themselves involved in a conflict situation, with assistance not being readily at hand.  Customers and CT staff will remain at risk in threatening and aggressive behaviour situations. |
| **Is the CT cohesive?**  Assume  The teams work at different sites and there is no time for training nor team meetings (3/3/2011) | At present there is no opportunity for Contact Team meetings, due to requirements of their frontline service provision.  (3-3-2011)  IRG Meeting Notes 3rd March  CT Staff Questionnaire  Site visit/s - (9th, 11th, 13th May 2011) | There is tension and unease between duties as receptionist and contact team members.  There appears to be no specific Contact Centre ‘on or off the job’ training available (currently face to face), posing the risk of incorrect information being given out.  There are no team meetings resulting in low morale, a lack of cohesion and team spirit.  There is no hand-over procedure at shift start/end for part time or stand-in staff. | The CT is not cohesive.  The CT is fragmented due to the lack of team meetings and Training  Review working practices of the whole Contact Team to include time allocation for Training, Team Meetings and Team Building exercises. | There will continue to be little cohesion if Team Meetings are not provided.  Tension and unease will remain between team members.  Low morale, a lack of cohesion and team spirit will continue and staff turnover could increase |
| **Experience of staff**  Assume  Experienced and courteous staff, available to resolve the query/issue or pass customer onto dept./ assigned person qualified to answer customer query/issue  Staff possess a high degree of autonomy and empowerment  **Experience of staff**  As above | IRG Meeting Notes 3rd March  CT Staff Questionnaire  Site visit/s - (9th, 11th, 13th May 2011)  New staff receive ‘on the job’ training by shadowing of experienced team members. (3-3-2011)  Perceived stigma of the CT role as being the lowest step on the career ladder.  There is tension and unease between the duties of CT and Repairs team. | There is tension and unease between duties as receptionist and contact team members.  There appears to be no specific Contact Centre ‘on or off the job’ training available (currently face to face), posing the risk of incorrect information being given out.  There are no team meetings resulting in low morale, a lack of cohesion and team spirit.  There is no hand-over procedure at shift start/end for part time or stand-in staff.  There appears to be no personal development planning for staff within the Contact Team and this service is often seen to be a first –step on the career ladder within the organisation, with a subsequent regular turnover of staff. (3-3-2011) | Review working practices of the Contact Team including time allocation for Training, Team meetings, & Confidence/Team Building exercises.  Contact Team have low morale and require reassurance that they are integral to the company reputation.  Promote the roll of CT within the company.  Upgrade Job description to recognise the high degree of autonomy/empowerment of CT staff and elevate the role within the Company to fully recognise the importance of the function they accomplish. | New recruits and experienced staff will quickly become disillusioned by the lack of provision of an on-going quality CT training programme.  Response to Customer issues will eventually deteriorate, due to Company indifference to staff team training requirements and refresher seminars keeping abreast of modern CT techniques, will directly affect service to customers.  Low staff morale will increase staff turnover. |
| **Call monitoring systems**  Assume  Suitable procedures and systems are available to produce meaningful, accurate monitoring results that will highlight areas of management concern. | Analysis of individual staff performance via recorded calls monitoring. (3-3-2011)  CT Staff Questionnaire  Site visit/s - (9th, 11th, 13th May 2011)  Statistical data reference figures are skewed due to errors in the collection of data.  Monitor screens unsuitable for multiple software programs. (Font Too Small)  Number of ‘calls waiting’ figure  Is difficult to view. (very small font size – blends in with other data)  If resolved by CT, the complaint is not logged or the department concerned contacted and informed of its nature. | Systems are inherited, cobbled together, and operationally not suitable for the task.  Time is lost as the different database systems and other software programs are not integrated (no transparent communication, ODBC/DBMS).  Monitor screens for multiple software programs are too small to view and may contravene regulations  CBL system is extremely slow making it impossible to resolve a customer query at first attempt, frequently requiring a customer return office visit or call-back.  It is possible for all contact team staff to log out of the system with no warning/audible alarm indication to the staff, leaving the system unmanned.    Complaints are only logged when passed onto the relevant department (stages 2 & 3), producing a misleading complaint count total; the true count is therefore unknown. | A comprehensive review of Telephone and Computer Systems for monitoring tasks.  A comprehensive review of Working Practices for Complaint recording  Computer Systems Review with regard to the benefits of bespoke CRM, ODBC/RDBM computer systems linking all internal departments. | Current practices produce a misleading complaint count total; the true count is therefore unknown.  Errors in data used for Customer management reports.  Customers will suffer delay if CT staff log out of the loop, leaving the system partially unmanned.  CBL users will continue to experience severe delay when calling at peak time periods.  Customers will have to re-visit the office when call-back situations arise. |
| **2.2 To analyse the issues which generate the enquiry i.e. service request, information request, repeat request, response to service failure etc.** | | | | |
| **Is there a system for differentiation of calls?**  Assume  A system should be available to identify the differing context of each call for statistical and management reporting  Can we differentiate the calls on IVR Menu choice – so as to capture data?  As above | CT Staff Questionnaire  Site visit/s - (9th, 11th, 13th May 2011)  The only system that has a record of calls is the Repairs system (22/3/11)  As above | Call forwarding to other departments is dire, due to staff being unavailable to take the call requiring a call-back scenario (90% of customer referrals fail).    E-mail messages are sent to the relevant department/s with call details; the e-mails are not logged/recorded, feedback from the department handling the call, non-existent (system failure).  Call-backs are managed with personal ad/hoc written notes (not logged) making it easy for items to be mislaid or lost and return calls overlooked.  Customer returning the call is unaware who has called. Resulting in a global e-mail message sent to all staff in an attempt to identify the issue and provide a response to the customer.  Slowness of system processing ability (Inherited system)  Compass CBL system is extremely slow making it impossible to resolve a customer query at first attempt.  Systems are inherited, cobbled together, and operationally not suitable for the task.  Time is lost as the different database systems and other software programs are not integrated. | Review of CT working practices  Accurate logging of all calls.  Computer Systems Review  As above | 1. Customers will continue to experience ‘poor service’ and extended phone contact and call back scenarios.   CT staff become frustrated and disillusioned due to the lethargy of the system preventing efficient handling of customer issues.  As above |
| **Establish a method for differentiation of call?**  Assume  The system will identify the differing context of each call for statistical and management reporting, and that logging of calls is automated | CT keen to support the idea of a Customer Relationship Management System.  (IRG 3-3-2011)  CT Staff Questionnaire  Site visit/s - (9th, 11th, 13th May 2011)  CT team are already familiar with repairs system.  Currently no system available to establish differentiation of calls. | Slowness of system processing ability (Inherited system)  Compass CBL system is extremely slow making it impossible to resolve a customer query at first attempt.  Systems are inherited, cobbled together, and operationally not suitable for the task.  Time is lost as the different database systems and other software programs are not integrated. | Review of working practices coupled with a Computer Systems Review with regard to benefits of CRM, ODBC/RDBM computer systems.  A CRM system database to capture quality data.  The upgrading of system servers to increase the processing ability of the computer system. | Customer issues dealt with efficiently and expeditiously  Better utilisation of experienced staff. |
| **Complaint Handling**  Assume  Efficient procedures and systems for the handling of customer complaints are in place.  . | CT Staff Questionnaire  Site visit/s - (9th, 11th, 13th May 2011  Customer complaints are ‘soft handled’, an attempt is made to resolve the customer’s issue and an apology is given.    If resolved by CT, the complaint is not logged or the department concerned contacted and informed of its nature.     * + 1. Customers will continue to have their calls not being resolved due to staff in differing departments being un-contactable/unavailable to CT staff.     2. Complaints are only logged when passed onto the relevant department (stages 2 & 3), producing a misleading complaint count total; the true count is therefore unknown. | The majority of complaints are handled informally (stage1) by contact centre staff and not logged as such.  All CTstaff initially ‘soft handle’ a complaint (counter visits & phone) in an attempt to resolve it with the customer.  If resolved by CT, the complaint is not logged or the department concerned contacted and informed of its nature.  Complaints are only logged when passed onto the relevant department (stages 2 & 3), producing a misleading complaint count total; the true count is therefore unknown.   * + 1. Administration ‘duties’ from internal departments will continue to cause delays in addressing customer issues and ‘pressurise’ CT staff.   Flawed and misleading information/reports for management decision making will continue | Review of working practices associated  with the management of customer complaints.  A review of working practices and  procedures to cover all CT duties.  Prioritise CT key tasks.  Capture and evaluate call ‘context’ from all customer and staff questionnaires, be included in all statistical analysis.  Improve data capture techniques. | * + 1. Customer complaints will continue not be logged and fully recorded.     3. The confidentiality and security of customer personal details and records will remain ‘at risk’, as they continue to be voiced and/or handled in ‘open’ reception areas.     4. Customers will continue to have their calls not being resolved due to staff in differing departments being un-contactable/unavailable to CT staff.     5. Administration ‘duties’ from internal departments will continue to cause delays in addressing customer issues.   Flawed and misleading reports  for management Information and  decision making will continue. |
| **Protection of Data**  Assume  Hard copy document and electronic data file protection systems and procedures are in place and that procedures provide assurance for the security of all electronic data records, and hard copy media. | CT Staff Questionnaire  Site visit/s - (9th, 11th, 13th May 2011)  Site visits confirmed ‘part-completed and completed, detailed’ customer records (housing applications, housing benefit and other information) were in open view on desks and work areas.  CT staff at times check out of the phone system ‘loop’ in order to complete administration duties  Reception desk work area space constraints provide little or no privacy or confidentiality.  Visiting customers are able to overhear specific conversation details of customers verbal requests and telephone conversations at the ‘open’ office reception counter desk. | Due to the design and space constraints of the various offices there is little privacy or confidentiality for either reception counter customers or telephone callers.  Non-conformance of Data protection Act 1990.  Security of confidential customer benefit forms (admin duties) while being processed is poor.  No I.D. or visitor badges offered to visitors requiring back office access. Visitor access is logged at Greenbank office.  Reception desk work area space constraints provide little or no privacy or confidentiality.  CT staff at times check out of the phone system ‘loop’ in order to complete administration duties  Visiting customers are able to overhear specific conversation details of customers verbal requests and telephone conversations at the ‘open’ office reception counter desk. | Review of working practices associated with the management of electronic data protection including the use of and physical handling and storage of customer hard copy records.  Installation of transparent acoustic barriers and wall mounted acoustic phone booths will restrict and produce much reduced overhearing of conversation.  Rectify reception desk work area space constraints. | Customers will continue to wait to contact the CT if a number of then log off the system to complete administrative duties.  Customer’s confidential details will continue to be overheard and open to view on reception counters and work desk areas  Strangers will be able to access back office areas without any ID. |
| **2.3 To establish the performance and quality of the service and benchmark within and externally of the sector.** | | | | |
| **Are the performance results reasonable and able to be used in final reports?**  Assume  Company performance results have been cleansed to remove erroneous or corrupt data before used to produce reports. | Distributed a range of further performance reports including;   * Background reports for previous 3 years * General and Board reports * Mystery shopping reports * Customer satisfaction and standards   (IRG 3-3-2011)  Past SIG reports.  IRG Customer Questionnaire (Quantitative & Qualitative results) indicate that KPI’s are misleading  Site visit/s - (9th, 11th, 13th May 2011) | Complaints are only logged when passed onto the relevant department (stages 2 & 3), producing a misleading complaint count total; the true count is therefore unknown.  Time is lost as the different database systems and other software programs are not integrated (no transparent communication, ODBC/DBMS).  Data captured by the current telephone system and company questionnaires may be distorted, producing flawed and misleading information/reports that influence ‘decision making judgments’ affecting management decisions concerning customers. | Data currently captured by the system and company questionnaires may be distorted, producing flawed and misleading information/reports that influence ‘decision making judgments’ affecting management decisions concerning customers.  Review of Key Performance Indicators (KPI) based on the findings and recommendations in statistical reports and KPI capture.  Reappraisal of current capture of data for statistical reports and KPI capture.  Customer involvement in the design development, and content of all Company generated customer questionnaires | Errors in data capture will continue to produce flawed and misleading information/reports.  Delay in collating performance results due to non-integrated systems.  Time is lost as the different database systems and other software programs are not integrated (no transparent communication, ODBC/DBMS).  Delays due to CBL system extremely slow processing making it impossible to resolve a customer query at first attempt, frequently requiring a customer return office visit or call-back.  Complaints are only logged when passed onto the relevant department (stages 2 & 3), producing a misleading complaint count total; the true count is therefore unknown. |
| **2.4 Establish the direct costs of service delivery and benchmark these internally and externally.** | | | | |
| **Staffing Costs**  Assume  The costs of the CT are offset by their dual roles. Repairs and Receptionist  The costs of OOH are offset by the SLA Agreements with HBC for Telecare system and with Police for camera monitoring (Housing Academy 2010 | Site visit/s - (9th, 11th, 13th May 2011)  Study of evidence, provided by support staff. | CT staff undertake administration work for other departments, as no record is kept, there is no ability to recharge for the work undertaken.  Administration duties of other department/s workload are on an ‘ad/hoc’ basis and ‘substantial’. Site visits evidenced undue workload pressure on contact team staff at all sites to complete the work, thus producing the risk of errors and mistakes on customer records.  Time constraints and deadlines are at times applied to the administration workload, causing delays in answering ‘customer’ reception counter visits and telephone queries. | Review of working practices of the Contact Team  Re-charge internal departments for the administration tasks undertaken by CT team.  Installation of IT communication (ODBC/RDBMS) software will eradicate the administration tasks.) | Costs will continue to remain and may increase.  Costs will increase with the introduction of training and personal development courses.  Staff turnover will increase due to low staff morale, and the perceived stigma of the CT role as being the lowest step on the career ladder. |
| **Service Delivery levels – what are they?**  Assume  Key Performance Indicators (KPI’s)  **Are they too high?**  Assume  Quality of data capture, accuracy?  **What does customer want?**  Assume  High quality and performance across all sectors.  Accurate assessments to indicate true figure. | Use of Key Performance Indicators (KPI’s) to measure Service delivery Levels  Currently top Quartile  Study of evidence, provided by support staff.  Previous SIG reports | E-mail messages are sent to the relevant department/s with call details; the e-mails are not logged/recorded or replied to.  No feedback from the department handling the call, non-existent (system failure).  There is no logging system for requests or posting of company forms so they can be missed/not sent  Call-backs are managed with personal ad/hoc written notes (not logged) making it easy for items to be mislaid or lost and return calls overlooked.  If resolved by CT member, the complaint is not logged or the department concerned contacted and informed of its nature. | Current KPI’s may be misleading  Meaningful review of company and customer questionnaires.  Customer involvement in the design development, and content of all Company generated customer questionnaires.  Audits and checks to verify the integrity of electronic data used in the preparation of reports. | Errors in data capture will continue to produce flawed and misleading information/reports.  Data currently captured by the system and company questionnaires may be distorted, producing flawed and misleading information/reports that influence ‘decision making judgments’ affecting management decisions concerning customers. |
| **2.5 Clarify the relationship between repairs, housing management, and corporate contact and how these relate to direct service delivery, and to related functions within the organisations i.e. between repair reporting and repair planning.** | | | | |
| **What do other housing associations do?**  Assume  They all have different systems but have the same aims for customer satisfaction. | Contact at least three other Housing Associations to see how they do it in Hartlepool. (Guinness Trust, Three Rivers etc.)  **Visit to other Housing Associations not provided to IRG.** | **No Follow up for IRG** | **No judgement required.** | **No Follow up for IRG** |
| **How does the CT work with Repairs?**  Assume  CT seconded to Repairs  **Are staff seconded to Repairs?** | Staff Questionnaire  Site visit/s - (9th, 11th, 13th May 2011)  Contact Repairs team location in separate (upper) office at Wynyard Road site. (soon to be re-located alongside CT at Wynyard Road).  Contact Repairs team are separate from CT in that they deal only with repair issues.  Staff are not seconded to Repairs although they do a full CT function for Repairs  Repair calls are passed onto Contact Repairs team from other CT sites. | Call forwarding customer issues to other departments is dire, due to staff being unavailable to take the call in the relevant department (90% of customer referrals fail) requiring a call-back scenario.  E-mail messages are sent to the relevant department/s with call details; the e-mails are not logged/recorded or replied to, with feedback from the department handling the call, non-existent (system failure).  Call-backs are managed with personal ad/hoc written notes (not logged) making it easy for items to be mislaid or lost and return calls overlooked.  Unanswered customer call-back triggers an automated response message to be left for the customer (no name or reference provided). The customer returning the call is unaware who has called and a global e-mail message is sent to relevant staff in an attempt to identify the issue and provide a response to the customer returning the call.  CBL system is extremely slow making it impossible to resolve a customer query at first attempt, frequently requiring a customer return office visit or call-back. | Poor relationships between CT & CT repairs, can affect service delivery.  Re-location of repairs CT will encourage teamwork and avoiding issues arising within the CT.  Review of CT working practices between the CT within Housing department and Corporate services.  Integrate current ‘SERVITOR’ repairs software to communicate with Company computer system. (ODBC/RDBMS)  Review of working practices coupled with a Computer Systems Review with regard to benefits of CRM, ODBC/RDBMS computer systems.  The upgrading of system servers to increase the processing ability of the computer system. | Delays will continue, the computer system is extremely slow and can only get slower.  Repairs department will remain a separate entity if communication is not achieved with the Servitor repairs system. This will block other departments accessing the system for information and developing bespoke management reports. |
| **2.6 To reach a preferred future options for service delivery** | | | | |
| **(Note)**  **Preferred – *assumes that ideas are already being mooted – clarification needed.***  **What is required for future service delivery?** | Customer Questionnaire  CT Staff Questionnaire  Site Visits (IRG-24/11/11)  Study of evidence, provided by support staff.  Previous SIG reports  Risks identified throughout each KLOE of this project | **Risks Identified**  **(Please refer to the risk items identified in the preceding statements above.)**  Due to the variety and number of risks identified, the , risk assessments, recommendations and suggestions within this document apply to each of the above differing areas of this project. | An overall systems and working practice review of the CT operation within the company.  The above to Include a phased Computer Systems review with regard to upgrading the processing ability of the system, coupled with the benefits of CRM, and ODBC/RDBMS computer systems to produce operational efficiencies, system integrity, security of data, due compliance and increased staff and customer confidence. | The department produces quality results due the following:    The CT Staff possess and use a high degree of autonomy and empowerment.    They are highly motivated, to provide a quality service. They have an excellent knowledge base and are a significant asset to the company.  Currently, calls are answered in an acceptable timely fashion.  Site visits revealed that the CT demonstrated their commitment to assisting and helping customers pursue and resolve their issues. The group found that CT reception areas were focussed towards the spirit of ‘openness’ and ‘welcome’ for customers. |