



## Community and Wellbeing Scrutiny Committee

21 March 2018

### Report from the Strategic Director of Community Wellbeing

## Housing Contact Centre Performance

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Hakeem Osinaike Operational Director Housing 020 8937 2023

### 1.0 Purpose

- 1.1 The purpose of this report is to inform members of the Scrutiny Committee on the current performance status of the Housing Contact Centre, the improvements since October, when the service was insourced and those planned for the future.
- 1.2 This follows a concern raised by a member of the Committee at the last meeting, which suggested that the service has not improved.

### 2.0 Call handling performance

- 2.1 The table below shows the contact centre performance from April 17 to March 2018.

Month	Answered	%	Calls not answered	%	Average wait time	Longest wait time (minutes)
Apr-17	4568	67%	2240	33%	6:06	No Data Available
May-17	4821	63%	2814	37%	6:24	60.77
Jun-17	5269	57%	3922	43%	8:29	57.48
Jul-17	5083	65%	2776	35%	7:00	60.83
Aug-17	6145	73%	2312	27%	5:41	69.60
Sep-17	5871	72%	2276	28%	5.54	48.62

Oct-17	6318	71%	2622	29%	6:09	58.53
Nov-17	6405	79%	1716	21%	4:02	49.53
Dec-17	5350	74%	1856	26%	5:10	43.70
Jan-18	6589	72%	2556	28%	2.46	42.24
Feb-18	5283	75%	1776	25%	4.59	35.47
Mar-18	2291	84%	416	15%	3.03	18.56

## 2.0 Improvement Plan

- 2.1 Call handling performance has shown fluctuating trends over the past five months. This has been driven by a number of key factors:

Service issues	Improvement action / Mitigation
Misalignment of resources against call demands	Reviewed of the shift pattern, aligning this with call data including 'peaks and troughs'
High proportion of failure demands (call we could have avoided or pre-empted)	Analysis of failure demands calls completed and action plan being completed jointly with responsive repairs contractor to improve operational capabilities and processes.
System outage and unexpected events including inclement weather, transport disruptions etc.	Ongoing diagnostic of IT issues which be used to informed the planned upgrade to IT network  Established new business continuity plan which includes Customer Response Officer working from home.
Reduce resources due to training and extraordinary operational briefings	Agree operational principles to better coordinate training events
Higher than usual call handling times due to more complex repairs associated with the winter period and operational practices	Weekly operational meetings with our Responsive Repairs contractor to work on service issues impacting on high call handling time

- 2.3 The above activities have already informed a number of improvements in February and have been sustained so far in March.

- ✓ Reduction in longest wait times
- ✓ Increased service levels
- ✓ Improvement in average call waiting for end of Feb and March to date
- ✓ Launched homeworking for the Housing Contact Centre, benefits realised during bad weather on 1<sup>st</sup> and 2<sup>nd</sup> March when we maintained a service level of 80% on both days

- 2.4 We recognise that there are much to be done to improve service levels and we'll continue to embed the above mentioned activities together with delivering the following improvements. Below is a high level view of some of the areas we've identified for improvement.

Improvement Action	Expected improvement	To be completed by
1) Delivery of Customer Experience training	Improved customer service skills including developing better understanding of what drives the best customer experience.	End of May 2018
2) Implementation of the Customer Relationship Management System (CRM)	Improved access to customer information and better coordination of tasks allocated to the operational teams	Phase 1 – End of March Full roll out – End of August
3) Implementation of new telephony system	Improve functionalities for managers including better management information  To improve understanding of call patterns and resource requirements	End of April 2018
4) Implement new quality assurance process	Identification of training gaps and provide support accordingly	End of March 2018
5) Completion of recruitment and induction programme	Increased resource levels and adequate support for new starters	End of April 2018
6) Introduce a new set of performance measures	To better track the things that matters to customers and use performance outturns to drives continuous improvement	End of April 2018
7) Deliver action plan to reduce failure demands (calls or service failures we could have prevented or pre-empted)	Reduce calls that could have been avoided  Build capacity in the Customer contact centre to focus on the calls that matters	End of December 2018
8) Improve current online service functionalities	Improve promotion of MyAccount platform to provide convenience for customers to access services	End of June 2018

2.5 There are a number of longer term improvements linked to the ongoing Transformation Programme including the implementation of the new operating model and new technology. This will build capacity, improve focus and introduce a new customer experience culture.

2.6 We expect the cumulative benefits of the above to be translated into following improvements by September 2018:

- **85%** calls answered
- **75%** calls answered within 3 minutes
- Average wait time **3:45** (mm:ss)

**Report sign off:**

***Phil Porter***

Strategic Director of Community  
Wellbeing