

**Report to:** CityWest Homes Task Group  
**Author:** Sarah Williams, Head of Customer Services  
**Subject:** Customer Service Centre Performance  
**Date:** August 2018



**1 Purpose of the report**

To provide an overview of the services delivered by the Customer Service Centre and performance levels.

**2 Executive Summary**

2.1 Call handle performance has continued to improve during the first quarter of the year, with improvements in speed of answer and reduction in average handle time in comparison to Q4 last year. Focus for 2018/19 will be improving the quality of service delivered whilst maintaining an acceptable level of performance in call handling rates.

**3 Contact Centre Performance update**

3.1 In total the contact centre received 58,988 calls in Q1, and 79,559 to the end of July 2018, with an average of 19,796 calls received each month.

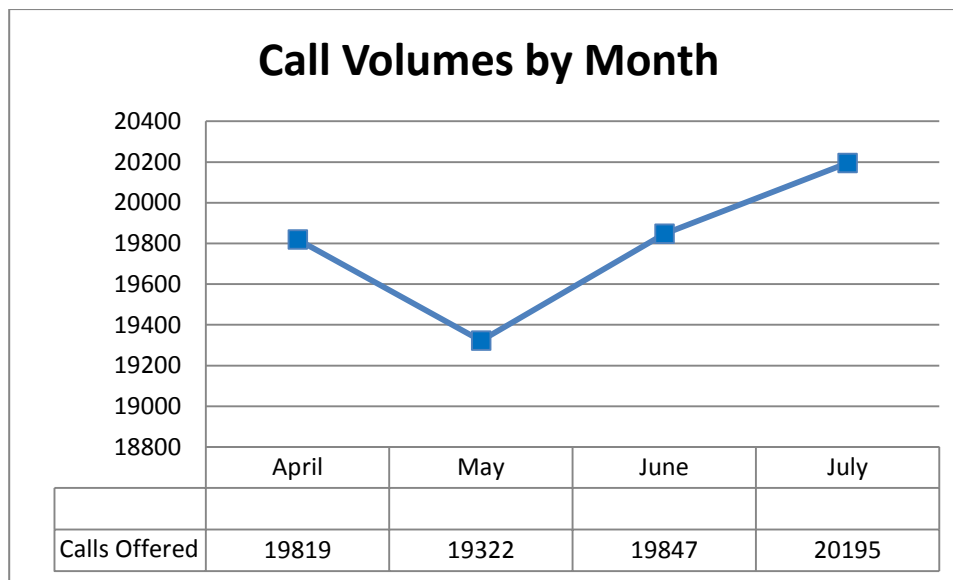


Chart 1 - Call volumes by Month

3.2 Performance for percentage calls answered has been above the target of 92% consistently year to date, as detailed in chart 2. Whilst a year to date performance of 68% of calls handled in 30 seconds has been achieved against the 70 / 30 target.

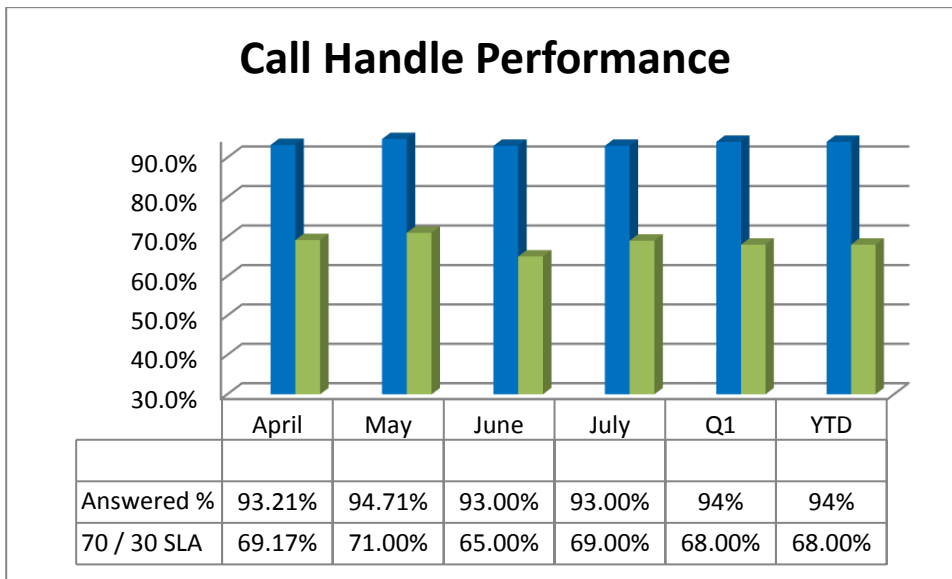


Chart 2 – Call Handle Performance (Target 92% Calls Answered & 70 / 30 SLA)

3.3 Chart 3 demonstrates the volume of calls received for each area, with the largest demand coming from repairs calls, with the repair volumes steadily increasing. It is anticipated that these will increase further into the winter months. June saw an increase in calls for Housing and Leasehold due to a number of mailings. We log calls by service area and not by tenure so the number of calls from tenants and lessees is not currently available.

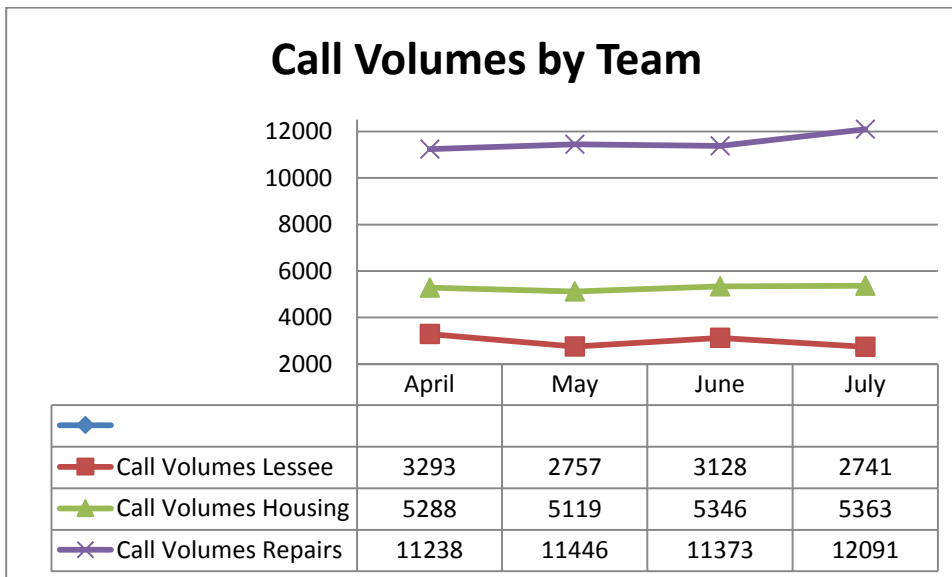


Chart 3 – Contact Volumes by Team

3.4 On average customers are waiting just over a minute for their calls to be answered. As detailed in Chart 4 there was a spike in wait times for Lessee Services, this was due to the issuing of 9,000 service charge letters. June saw an increase in wait times across all call types due to a number of factors, including an increase in sickness absence and annual leave – predominantly due to pre-booked leave for new starters, as well as the impact of a number

of mailings sent to leaseholders. We are currently strengthening our resource planning process to address this,

- 3.5 According to Bright UK - one of the UK's leaders in providing customer experience insight and consultancy, overall Customer Satisfaction is negatively impacted when customers are waiting for more than two minutes.

Source Bright UK July 2018

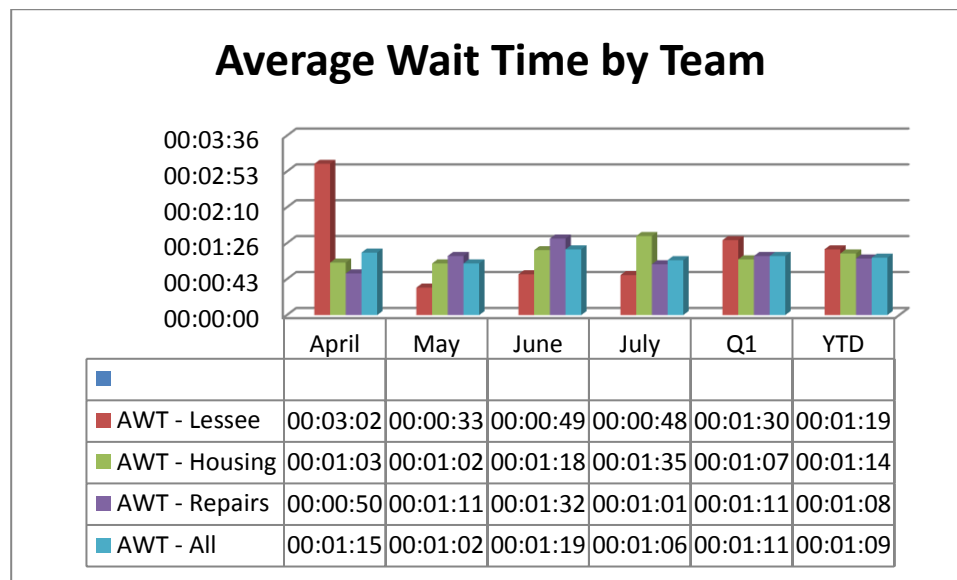


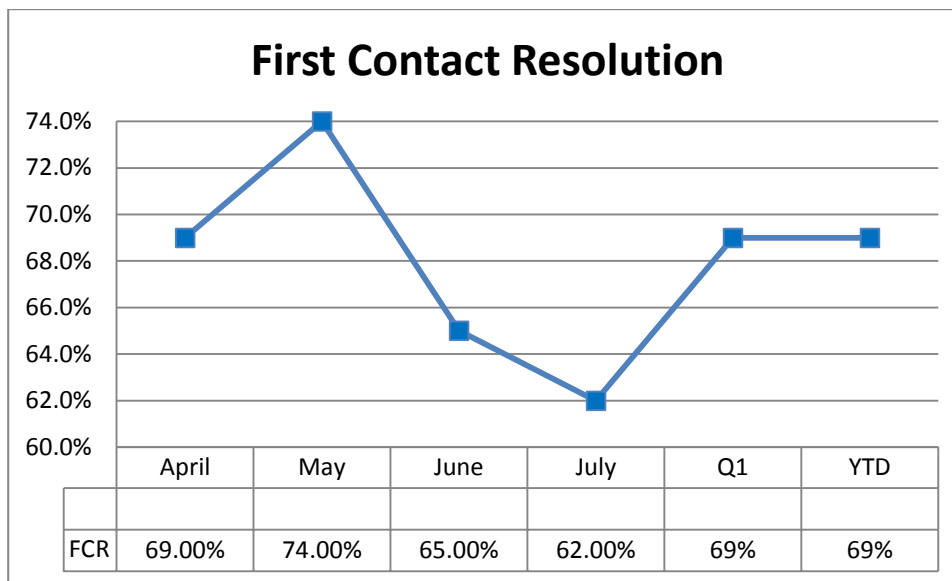
Chart 4 - Average wait time by Team

- 3.6 We have seen a reduction in average handle time from 7:02 in April to 6:22 in July with year to date handle time being 6:26. As we embark on a programme of multi-skilling the contact centre staff and embedding a coaching culture, it is anticipated that we will see an increase in the AHT, this however will support improvements in first contact resolution with customers having more than one enquiry resolved on a call.

Performance Measure	April	May	June	July	Q1	YTD
Average Handle Time (mm:ss)	07:02	06:16	06:07	06:22	06:28	06:26

Table 1 – Average Handle Time by Team

- 3.7 Queries resolved at first point of contact has consistently been achieved above the 60% target year to date. This is measured as a percentage of enquires that are resolved by the Customer Service Advisor.



*Chart 5 – First Contact Resolution*

Whilst performance in this area is above target we have started to see a decline in this indicator and in particular with the performance of calls handled by Agilisys. By the end of August we will have taken all of the day time Agilisys contact back in house and we are working with individuals in the contact centre to understand the drivers behind the reduced performance in this area.

- 3.8 The current process for handling and measuring email contact from customers is very manual and therefore reporting on our performance has been limited. There has been at least 20,000 email enquiries received from customers across the first quarter of 2018/19. This level of demand has resulted in a backlog and teams across the operation supported the Contact Centre in handling the volumes. In June we established a tracker to be able to provide some insight into the volumes and our performance. 8804 emails were received in June with 82.4% of these handled within two working days, this reduced further to 3491 in July with 92% handled within two working days. This is a significant improvement in the efficiency of contact handling in this channel. Approximately half of the email enquiries are in relation to a repair, with the remainder in relation to housing management and leaseholder enquiries.

#### **4 Reception**

- 4.1 In total 7,428 customer visits were recorded across our reception points in Q1 and 9406 visits to the end of July 2018, with Lupus Street and Westbourne Terrace receptions seeing the largest footfall. Income, repairs and parking are currently driving the majority of customer contact face to face.

	Lupus Street	Westbourne Terrace	Lisson Green	Maida Vale	Total Footfall
April	789	770	674	678	2911
May	982	926	679	591	3178
June	470	347	321	201	1339
July	475	525	728	250	1978
Q1	<b>2241</b>	<b>2043</b>	<b>1674</b>	<b>1470</b>	<b>7428</b>
YTD	<b>2716</b>	<b>2568</b>	<b>2402</b>	<b>1720</b>	<b>9406</b>

Table 2 – Reception visits

- 4.2 Observations of the reception areas are in progress to understand the current operation and the effectiveness of customer enquiry handling.

## 5 Complaints

- 5.1 Year to date we have logged a total of 236 Stage 1 complaints, with 20 of those progressing to a 2<sup>nd</sup> stage review.

These are detailed below in tables 3 & 4. We have seen an increase in the volume of repair related complaints however; a contributing factor was the backlog of complaints that were waiting to be recorded onto the system. This has now been resolved. We have a dedicated resource from Morgan Sindall co-located within the resolution and insight team who has been proactively supporting customers in resolving service failures. Consideration is being given to extending this activity for a further six month period.

- 5.2 The majority of complaints are about a delay to a repair or a service at 23.6%, 21.7% are about customer care & communication related issues, 16.6% are about incomplete works and 11.5% are about an issue remaining unresolved.

Service Area	April	May	June	July	Total
Building & Property Services	16	30	29	82	<b>157</b>
Lessee Services	0	7	2	13	<b>22</b>
CityWest Connect	3	1	3	4	<b>11</b>
Central Area Housing team	0	3	4	3	<b>10</b>
West Area Housing team	2	2	3	2	<b>9</b>
South Area Housing team	2	1	2	2	<b>7</b>
Major works delivery	0	1	2	2	<b>5</b>
Income recovery (rents)	0	0	2	2	<b>4</b>
Community Involvement	0	0	2	1	<b>3</b>
North Area Housing team	1	2	0	0	<b>3</b>
Health & Safety	0	1	0	1	<b>2</b>
MEMO	1	0	1	0	<b>2</b>
ASB	1	0	0	0	<b>1</b>
<b>Total</b>	<b>26</b>	<b>48</b>	<b>50</b>	<b>112</b>	<b>236</b>

Table 3 – Stage 1 complaints by service area

- 5.3 We have developed a complaints improvement plan, which includes key developments such as identifying lessons learnt and service improvements and complaints handling training for the contact centre teams.

<b>Service Area</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Total</b>
Building & Property Services	1	1	11	<b>13</b>
CityWest Connect	0	0	1	<b>1</b>
West Area Housing team	0	0	1	<b>1</b>
South Area Housing team	0	1	3	<b>4</b>
Major works delivery	0	0	1	<b>1</b>
<b>Total</b>	<b>1</b>	<b>2</b>	<b>17</b>	<b>20</b>

*Table 4 – Stage 2 complaints by Team*

## **6 Resources**

- 6.1 Recruitment is in progress to fill current vacant posts. We are also undertaking some resource modelling to ensure that we have forward plans in place to manage the additional volumes that we anticipate over the winter months and to manage the volumes of repairs calls returning from Agilisys.

## **7 Training and Quality update**

- 7.1 Customer Services Advisers in the repairs teams have received training on ‘right first time’ call handling and customer care. This training has focused on improving accuracy of repairs diagnosis and effectively dealing with customer objections. We are reviewing daily all Emergency and Urgent jobs raised to ensure that technically we are delivering the right repair at the right time. A priority for the service going forward is to provide staff with the skills to engage with our customers in a positive and caring way, developing positive relationships to deliver what is right for our customers. To support this we will explore additional customer service training for the team and further develop our quality framework.
- 7.2 Procurement is in progress to deliver new technology to help us capture Customer Satisfaction with the call handling in the contact centre. This will be achieved by implementing post call surveys and we will measure a number of key customer service elements including empathy, advisor knowledge, and overall satisfaction.
- 7.3 We have embarked on a phased approach to upskilling the team so that all CSA’s will be multi-skilled to handle all enquiry types, initially training the Housing and Lessee teams to raise new repair request. This will form part or a wider training programme to ensure that we make the best use of our available resources and improve the customer experience.

7.4 Despite relatively good results City West Homes contact centre does not yet have the capability of a modern contact centre. We currently do not provide communication channels to customer such as Web chat, SMS or single view of historic & outstanding conversations with individual customers across all channels.

We are working with IT to scope our requirements, with view to implementing a modern contact centre solution that future proofs our service offer.