



HOUSING SCRUTINY COMMITTEE

23 March 2016

SECOND DESPATCH

Please find enclosed the following items:

Item 1 Responsive Repairs: Witness Evidence

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- Call Centre Customer Excellence Accreditor – Written Evidence

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RESPONSIVE REPAIRS: WITNESS EVIDENCE

Call Centre Customer Service Accreditor – Written Evidence

1) What is CCA ACCREDITATION?

CCA Global Standard is a management system standard for contact centres that applies to all areas of customer management within the contact centre environment. It is an independent audit of the customer contact operation against industry approved requirements. The standard is international and covers organisations in the public sector, including social housing providers, as well as private organisations.

Housing Direct has held this award since 2011. This year we upgraded to Version 6.

2) The eight modules achieved by Housing Direct

The CCA Global Standard covers eight modules:

1. Understanding and improving customer service
2. Succeeding through colleague engagement and development
3. Performance cost effectiveness and efficiency
4. Ensuring/attaining regulatory and reputational success
5. Succeeding in organisational relationships and partnerships
6. Managing the outsourced relationship
7. Defining and documenting security and continuity processes
8. Implementing technology now and for the future

The CCA assessor was on site for 3 days and sought evidence across several business areas, including:

- Customer service strategy documents
- Customer feedback survey results, reports and action plans
- Evidence of inter-departmental communications
- Leadership development strategies
- Ongoing learning and development initiatives
- Communication and notification processes for staff rotas and schedules
- Risk assessments and action plans
- Breach suspension reporting procedures
- Customer feedback communications regarding channel preferences

3) Improvements made by Housing Direct

The major change which Housing Direct over the past year has been the move from Newington Barrow Way to newly renovated facilities at Brewery Road. In addition the operation has taken on responsibilities for handling repairs calls previously managed by the maintenance team, leading to a major increase in call volumes due to a legacy of chase up contacts.

All channels were re-assessed; significant here is the blended approach taken towards allocating responses to all means of contact across the whole agent force.

- Housing Direct continue to prioritise their commitment to providing excellent service to vulnerable groups within their customer base, a current example being the training in issues related to Mental Health which involves all levels of staff.
- No escalated complaints have been logged against Housing Direct over the past year.
- Compliments are identified and recorded at various points within the organisation and are regularly publicised and celebrated internally. This was confirmed by the respondents to the staff survey.
- Attendance levels continue to impress. This can be attributed to the culture of the operation as a whole and the skilful absence management processes which are in place.
- The range of benefits and entitlements available to staff through Islington Council is impressive.
- Learning and Development is fully aligned with the full CCA Global Standard schedule.
- IT strategies are being introduced directly to improve the customer experience and ensure business continuity.
- The handling of repairs calls has now been fully embedded within the service provided by Housing Direct. In recognition of this advisors' Job Titles have now been re-cast as Repairs Officers.
- Performance is measured through KPIs, statistics and targets which are set on a monthly basis and are reviewed and discussed by managers so that areas for improvement can be identified and appropriate support made available.
- All staff have an annual appraisal and agree appraisal objectives with their manager. 1:1 meetings and team meetings take place during the year to assess and change objectives if necessary. The appraisal system is on-line and staff and managers have access. Processes are in place to deal with under performance and this is documented on the intranet. HR work closely with management to ensure that the Policy is adhered to and refresher training is offered if there are any policy changes.
- The induction programme is fully aligned with the full CCA Global Standard schedule to which explicit reference is made. The programme has been revised to take account of the changes involved in Version 6.
- As noted above, training needs are established through personal one to one discussions with team leaders. Where discussed areas of improvement are highlighted and training made available to enhance performance.
- The Online Repairs service, allowing tenants to set and manage their own appointments, provides a model of the implementation of new technology. Using an Agile project management approach this is likely to provide a leading example to demonstrate the approach to other Islington services moving towards an online platform for customer transactions. As such it has been used in the report as a practical demonstration of Housing Direct's ongoing compliance with the requirements of CCA Global Standard Module 8 for the purposes of this assessment.