

Ref.	Item / issue summary	Ref No. / Suggested Recommendation	Proposed action	Who by	When by	How monitored	RAG
3.1	Issues with ownership of calls and liaison between back and front office.	R1. There should be an improvement in communication between managers and staff of the back office and the contact centre, to enable any call handling issues to be raised and solutions agreed. It is suggested that this be achieved by holding monthly meetings, which should be attended by staff and managers from both front and back office, where open but positive discussions can take place	Establish schedule for officers and managers from front and back office to attend team meetings of the other teams, to exchange views and ideas.	Karen Sullivan/Dave Sutherland/Peter Brown	Jan-13	Schedule to be produced for scrutiny panel every six months	
3.2	Staff feel undervalued and not confident that management listen to their views / concerns.	R2. The profile of senior management should be raised through regular floor walking and 'back to the floor' events.	Establish schedule for senior managers to participate in floor walking and 'back to the floor' events.	Graham Cadle/Dave Sutherland/Peter Brown	Jan-13	6 monthly feedback report to scrutiny panel	
		R3. Management should encourage staff to raise issues and suggest service improvements. Perhaps an 'idea of the month' award for staff should be introduced. This should be a standard agenda item at all team meetings, where staff are asked to suggest any ideas for improvement to the service. In addition, senior managers should agree a rota to attend all team meetings on a regular basis. Team building activities, including the involvement of managers should be organised. It is felt that this would increase staff morale and make staff feel valued.	Ensure that standard agenda items are included on all team meeting agendas to encourage staff to raise issues and ideas for service improvements. Establish a programme for team building activities	Graham Cadle	Jan-13	6 monthly feedback report to scrutiny panel	
3.7	Staff were not always able to provide full answers to queries related to 4 service areas, repairs, tenancy, ASB and complaints. This was across all methods of approach - phone, email and face to face	R4. Provide staff and managers with regular training to ensure that they are able to provide customers with detailed and timely information.	Annual assessment of staff training needs and delivery of training programme	Karen Sullivan	Apr-13	Annual training programme to scrutiny panel	
		R5. Management to commission quarterly mystery shops (using tenant mystery shoppers) to test the service and publish the results and resultant action plans.	Shops organised with the resident involvement team and results and action plans published on council web site	Karen Sullivan	From April 13 ongoing	Results and action plans to scrutiny panel	
3.6, 3.8, 3.9 & 3.11	A key concern was the delay before calls were answered by an agent and this base target was consistently below that of other similar providers	R6 Review all response time targets to ensure that they are meaningful, realistic and can be benchmarked with similar organisations. Establish a joint officer/tenant steering group to develop these.	Steering group to be established to review targets	Karen Sullivan/Chris Stock	Apr-13	New performance targets published	

		R7 Management to <i>review with other organisations in the benchmark group why the majority appear</i> to achieve significantly faster call answering times. The report to set out what can we learn from these organisations and what steps we are taking to improve performance. This report to be considered by the Tenant & Leaseholder Panel. <i>as i explained in the meeting, we need the contacts for the other organisations in the bechmarking to understand, demand, resources etc. can you provide this or above will be impossible.</i>	Report to Tenant & Leaseholder Panel	Graham Cadle/Karen Sullivan	Apr-13	Report received by TLP	
3.12	The 2010/15 Customer Service Strategy refers to the piloting of 'Croydon Champions' to improve customer services but no details of this scheme could be found.	R8. Subject to receiving information regarding the outcome of the 'Croydon Champions' pilot extend this to include some 'Tenant Champions' to focus on housing services.	Respond to scrutiny panel on the viability of establishing 'tenant champions'	Hayley Lewis	Feb-13	Response to scrutiny panel	
3.6 - 3.10	The panel wondered if additional resources were to be funded that this may lead to improvements in the service	R9. The panel to explore with the Tenant & Leaseholder Panel if it would support additional HRA funding being diverted to the Housing Customer Contact Service to increase staff resources.	Conduct benchmarking exercise to explore resources employed by similar housing organisations and response times achieved	Dave Sutherland	Mar-13	Report to scrutiny panel Apr 13	
n/a	During discussions with managers it was noted that the council expect an increase in the number of customers carrying out transactions electronically. However, many customers remain unwilling and some continue to be unable to use this method of contact.	R10. Customer expectations can be high and some can be overly reliant on the housing service. Greater education is really an issue. More information should be given to the customer to reduce the need for some to contact the service. However, the panel would remind the council that many tenants are vulnerable and will continue to rely on regular contact with the council by phone.	Officers will be spending more time on estates and tenants will be encouraged to become more self servicing and help themselves. There will always be support for less able tenants to access services. The council would welcome greater feedback from tenants on what information is required and through what channels	Dave Sutherland/Peter Brown	Jan-13	6 monthly feedback to scrutiny panel	
3.13 - 3.15	A number of issues were noted with the present reception facilities and the area generally and it was felt these could be designed out in the new building.	R11 That a customer steering group be formed to work in partnership with officers to develop the new reception space at Bernard Weatherill House.	This group has already been established	Graham Cadle	Dec-12	6 monthly feedback to scrutiny panel	
3.13 and 3.14	In particular, lack of play facilities for young children and the lack of privacy for customers was raised as an issue.	R12 That a play area and private interview rooms are provided as part of the new reception area at Bernard Weatherill House and offered to customers who require privacy.	To be provided	Graham Cadle	Apr-13	6 monthly feedback to scrutiny panel	
3.15	Homeless people had to wait in the reception area with their baggage whilst their allocation of bed and breakfast accommodation was being organised, which was felt to be humiliating and bags etc. created a safety risk.	R13 That a storage area be provided for the baggage of homeless people awaiting bed and breakfast accommodation, so that they can be offered a choice to either remain in the reception area with an improved level of dignity, or leave the reception area and return when details of their accommodation have been confirmed.	To be provided	Graham Cadle	Apr-13	6 monthly feedback to scrutiny panel	
3.16	Not all staff wore name badges that were visible	R14 That all reception staff wear name badges that are visible and regular checks are made to ensure this is happening.	Reminders to staff	Karen Sullivan	Jan-13	Spot checks by scrutiny panel	

3.18 & 3.19	A significant number of customers - particularly for housing services - may have no or limited understanding of how to use IT equipment due to be installed in the	R15 That resources are made available in the self servicing area of the new reception area to ensure that those customers who require support are able to access this.	Support staff will be made available	Graham Cadle	Sep-13	6 monthly feedback to scrutiny panel	
3.18	It was noted that around half of housing customers do not have access to the internet and the council must offer alternate methods to allow customers equal access to services.	R16 To ensure that customers who are unable to access the internet or the self service area have suitable alternative choices to access the housing service and are not discriminated against in any way.	A range of alternative methods of accessing housing services will be continue to be provided	Graham Cadle	Ongoing	6 monthly feedback to scrutiny panel on numbers of tenants accessing housing service and the methods they are using	
3.20	It is important that customers are kept up to date with the changing methods of contacting the council.	R17 Ensure that housing customers are regularly provided with up to date information on the choices for accessing housing services, including office and contact centre opening times, web site and email addresses, social media sites and texting options. This should include information in Open House, Your Croydon, the web site and on new tenant sign ups	1) The RI team will provide residents with advice and relevant signposting about the full range of contact centre options at meetings, surgeries and events. 2) The Communications team will liaise with Contact Centre managers to ensure timely and accurate provision of information in publications, website etc.	1) Chris Stock 2) Sandra O'Connor	Ongoing	6 monthly feedback to scrutiny panel	
3.21 & 3.22	There was little evidence of the council working in partnership with residents in relation to developing or monitoring the contact centre service.	R18 That a customer steering group be established to work in partnership with the council to review the charter and monitor performance.	Steering group to be established to monitor targets and review charter. <i>The charter has now been replaced with the customer commitment which is just about to be launched. Hayley Lewis is currently working on how we monitor going forward.</i>	Chris Stock/ <i>Hayley Lewis</i>	Apr-13	6 monthly feedback to scrutiny panel	

Comments on progress

