

Repairs Contact Centre Standards



Excellent
 Very good
 Good
 Average
 Poor

Aim:

The aim is to provide a consistent approach for all our residents and customers for how we will work; how we will interact with customers and how we will achieve our performance standards.

For the purposes of this document, we have identified two kinds of customers:

- **External** - Those who request a service or product.
- **Internal** - Anyone within the organisation who at any time, is dependent on anyone else within the organisation.



We put customers first

Our promise...

- We will greet our customers in a courteous and professional manner
- We will listen effectively to our customer's requests and promptly take the necessary actions to assist them
- We will keep our customers informed of unexpected delays in service
- We will inform our customers of the normal process time when they can expect completion and any delays that may arise in the process
- We will touch base with our customers to update them as to where we are in the process
- We will finish our encounters with our customers in a courteous and professional way

Internal Customers

- We will interact with each other in a courteous and professional manner
- We will inform our internal customers of the normal process time when they can expect completion and any delays that may arise in the process
- We will complete warm handovers, where possible, providing relevant information so that our residents do not have to repeat themselves



We communicate with impact

CSA promise...

- I will be prepared and ready to take calls
- I will give residents my attention and not be distracted
- I will avoid using jargon/acronyms and use language that other people understand
- I will always give my name and I warmly greet our residents
- I will question effectively, asking open questions to gather information and complete accurate diagnostics; asking closed questions to confirm information
- I will actively listen to customers, using verbal nods and avoiding lots of silence
- I will use NATO phonetics to check spellings and repeat information back to residents
- I will avoid making assumptions
- I will deliver difficult messages sensitively and ensure that key messages have been understood
- I will keep residents informed and signpost the next steps
- I will ensure I manage resident's expectations
- I will seek agreement with actions and/or when arranging appointments with residents
- I will ask for the resident's approval prior to placing them on hold and check in frequently if I need them to continue to be on hold
- I will promote a one-team ethos and work collaboratively with my colleagues
- I will contribute to team goals by achieving my performance targets and helping others, where I can



We lead inclusively

Management Commitment

There are various regular team, divisional and departmental meetings. Staff will be advised of meetings in advance, be able to contribute and receive notes. Staff will be kept informed of corporate, departmental and customer services divisional management issues.

- We will ensure to conduct regular reviews
- We will ensure that a return-to-work meeting is completed within 72 hours of the officer's return to the business
- We will ensure you have what you need to make a positive difference in your role
- We will seek out your ideas and ask for your opinions
- We will ensure to keep you informed of any changes that may impact your role
- We will ensure to set clear direction and provide leadership toward the team's objectives
- We will encourage working relationships that make work productive and enjoyable
- We will seek out your ideas and ask for your opinions
- We will empower you to make improvements and entrust you with the responsibility
- We will celebrate your successes



We deliver effective service

Our Service Levels:

- We aim to answer 80% of all calls within 20 seconds
- We aim to achieve an abandonment rate of no more than 5% of calls offered
- We aim to achieve 80% call quality rating
- We aim to achieve 95% accuracy in diagnosing repair types
- We aim to achieve 80% customer satisfaction rating [mechanism TBC]
- We will respond to website questions/requests within XXXX hours [during normal business hours]
- We will enter My Account eforms into NEC within XX hours of receipt [during normal business hours]

Operational hours

HRR Contact Centre	8:00 am – 18:00 pm
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Out of hours

Our Out of hours service will be provided by Wates, who will also be committed to our Contact Centre standards



We collaborate constructively

Microsoft Teams

All staff working remotely must attend all meetings on Microsoft Teams with cameras switched on because it aids the discussion (when you can see attendee's facial expressions) and interaction between all parties present. It's important we can see you just like we would do in the office.

Whilst working from home, we must establish an 'office' environment; to do this we need to be able to see and hear you.

You need to be ready to be seen and dress to match the occasion. If anyone wishes for their background not to be seen or wants to pretend, they are in a faraway place on the beach there is a team's function to blur or change your background.

If you are not familiar with the Teams system, user guides can be found here. And there is a link below for the MS Team Council etiquette policy for remote working with lots of other top tips and uses of teams:

In line with future digital improvements, we want to set the standard now as we are investigating the option to diagnose and troubleshoot problems using video calls. [Future developments]

Any concerns or questions please speak to your team manager.



We adapt and change

Staff Recognition and Development

Learning and development

The Division is committed to providing all members of staff with resources and support to enable their professional development in Customer Services.

Staff will be encouraged to take ownership of their own learning and development through a range of learning and development activities.

Our values

Our values are there to help us ensure that we are "doing the right thing, they define how we go about behaving on a day-to-day basis so that our behaviour supports a positive and productive working atmosphere.

We are accountable to the people who use our services and live within the borough, so it is vital that we conduct our business with honesty, transparency and accountability. Our values are as follows...

Valuing diversity

We make the most of the many perspectives that make Croydon distinctive.



VALUING DIVERSITY

Honest and open

Working hard to build trust by treating everyone with honesty and integrity.



HONEST AND OPEN

Taking responsibility

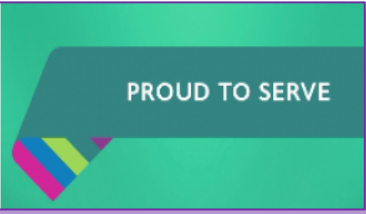
Encouraging and supporting each other to take responsibility and show what we can do, learning together and recognising all of our contributions.



TAKING RESPONSIBILITY

Proud to serve

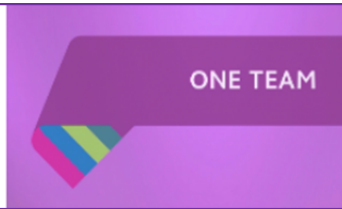
Striving to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely.



PROUD TO SERVE

One team

Crossing boundaries to work together towards shared goals with colleagues, partners and communities.



Our competencies:

	Competency	Croydon Values Links
	We put customers first	Proud to Serve Valuing Diversity Honest and Open
	We deliver effective service	Taking Responsibility Proud to Serve Valuing Diversity
	We adapt and change	Taking Responsibility Proud to Serve Valuing Diversity
	We collaborate constructively	One Team Valuing Diversity Honest and Open
	We communicate with impact	Honest and Open Valuing Diversity
	We lead inclusively	One Team, Proud to Serve, Valuing Diversity, Honest and Open, Taking Responsibility

Our Appraisal Framework:

March - Attend end of year review discussion with line manager.

Action - Agree final rating for each core and performance objective with your manager
 Agree rating for accomplishment of our values
 Agree rating for accomplishment of leadership/management behaviours (management only)
 Ensure all learning & development opportunities completed have been evidenced.

Post end of year review discussion

Action – Team member completes their overall comments.
Action – Line manager completes their overall comments.
Action – Team member reviews line managers comments.
Action – Reviewing ‘Grandparent’ manager completes their overall comments and then submits the appraisal as completed.



April – Line manager & team member meet to discuss & agree current status for core objectives and identify performance objectives along with development needs.
Action – Team member confirms LMS information is correct, agrees ratings for core objectives with line manager, agrees and records performance objectives and completes development plan.

Throughout the year - Regular 121 meetings held.

Action – Line manager ensures that well-being, values & behaviours and diversity & inclusion are discussed. Manager records notes from the 121 meetings on 121 template and uploads into the appropriate month.

Note For 2020/21 uploading a completed 121 template is required for each 121 completed.

Performance and development

Performance measures must balance qualitative and quantitative measures:

- We will assess qualitative performance through the call quality framework and using feedback from
- We will assess quantitative performance by regularly sharing call performance reports, typically assessing your performance against daily, weekly and monthly targets
- We will conduct a 1-2-1 monthly to review your performance
- We will ensure objectives we set are SMART
- We will assess your commitment to our competency framework
- We will develop stretch targets to improve our KPI performance
- We will implement performance improvement plans and work with you to achieve improvements with your development areas

Call quality framework

We want to give our residents a great customer experience, and to ensure we do this we will regularly review calls with you.

- We will use the CSA promise as a guide for assessing your calls
- We will review a minimum of 3 calls per month, assessing them against the quality assurance framework and feedback areas for improvement
- We will coach and develop you to improve your call quality
- We will complete side-by-side coaching to provide real-time feedback

Declarations of Intention to Attempt Suicide or Self Harm

Local Six-Point Plan for Handling Customer's Declarations of Intention to Attempt Suicide or Self Harm

The customer indicates they intend to attempt suicide or self-harm		
1	Take the statement seriously	<ul style="list-style-type: none"> • Remain calm and listen carefully. • Stop what you are doing - give the customer your full attention
2	Summon a colleague to act as a support partner	<ul style="list-style-type: none"> • If the customer is on the phone - Do not put them on hold • Summon help by alerting a colleague [For Visiting staff, the local plan should include phone numbers for suitable Support Partners] • Support partner will assist by finding contact numbers and witnessing the conversation
3	Gather information to gauge level of risk	<ul style="list-style-type: none"> • Talk to the customer to gather information. This could include asking: <ul style="list-style-type: none"> • Do they have specific plans? What are they? How imminent are they? • Do they have the means to carry out their plans to hand? • Have they already taken action? If so, find out what and when? • Have they tried to harm themselves before? Have they received treatment or are they currently receiving treatment? • Where is the customer? Do they intend to go anywhere else? Are they alone or Is there someone else with them? • Record key information such as the customer's location and any plans they have to go elsewhere to harm themselves. <p>For hints on managing the conversation with the customer see page 3.</p>
4	Provide referral advice – if the situation is non-urgent, e.g., general distress but no immediate plans or means to attempt suicide or self-harm	<ul style="list-style-type: none"> • Encourage or help the customer to seek help from GP or Community Mental Health Team immediately. • If they are with a Community Mental Health Team contact their Care Coordinator or Duty Worker • SLAM Crisis Line for urgent help– 0800 731 2864 24-hour mental health support line. • MIND - 0300 1233393 • Samaritans - 116 123 free 24 hrs a day • Get connected (for under 25s) - 0808 8084994 • SANeline: Confidential emotional support, practical help and information for people with mental health problems: 0845 767 8000 • Patient Care 24: Croydon, Merton and Sutton Out of Hours GP service (formerly Croydoc): 020 8401 3637 6.30 pm-8.30 am weekdays 24 hrs weekends and Bank Holidays

		<ul style="list-style-type: none"> • Stay Alive Suicide Prevention App www.prevent-suicide.org.uk • NHS online Support https://www.nhs.uk/conditions/suicide/
5	Summon Emergency help - customer is distressed at serious risk or in immediate danger	<ul style="list-style-type: none"> • Dial 999 • You do not need the customer's consent to contact the emergency services - but you should tell the customer what you are going to do and why. • Do not delay in contacting the emergency services if you think this is appropriate. • Tell the emergency services the customer's location and any other relevant details you have uncovered.
6	Review	<p>Record the incident as soon as possible. Discuss the incident with your line manager.</p> <p>Seek consultation from the mental health expert practitioner at the ASC front door if required.</p>

Managing the conversation with the customer

You are not expected to counsel the customer. The purpose of your conversation with the customer is to identify their needs and encourage or help them to seek appropriate support.

<i>DO</i>	<i>DON'T</i>
Do stay calm	Don't attempt to resolve the customer's personal crisis or offer counselling.
Do listen to the customer and be non-judgemental	Don't tell the customer that you know how they feel
Do express concern for the customer	Don't dismiss the customer's problems or feelings
Do let the customer talk about their feelings and plans	Don't be sworn to secrecy
Do ask the customer about their plans: you may be gathering important information	
Do try to be yourself. If you are at ease, it will help reassure the customer	
Do reassure the customer that help is available	

Please sign and date to confirm your understanding and agreement:

CSA Name			
Signature		Date	
Manager Name			
Signature		Date	

DRAFT