

Chief Executive's Department for

Jigsaw Rewards Scrutiny Panel

Connect Lost Calls & Enquiries Resolved at First Contact

Interim Report

22 July 2019

Subject: Connect Lost Calls & Enquiries Resolved at First Contact

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Scrutiny Review: Connect Lost Calls & Enquiries Resolved at First Contact Interim Report

The Project

Connect - Lost calls & enquiries resolved at first contact

Introduction

This is a group wide scrutiny considering services delivered to customers regardless of their geographic location.

Background

Jigsaw operates two contact centres; one based at Turner House in Leigh providing services to legacy Adactus customers pepper potted across the North West (with concentrations in Wigan, Leigh, Manchester, Chorley, Lancaster, and across Cheshire). The other contact centre is based at our Ashton offices and delivers services to customers of the former New Charter group (including those living in Gedling)

The Leigh contact centre was opened in 2010 becoming the first point of contact for customers. In 2018, the structure of the Ashton contact centre was altered to mirror that in Leigh, with the advisors to become specialists. Multi skilled staff can deal with and process enquiries relating to services through multiple channels including telephone, email, and with the recent introduction of webchat.

Following the merger of Adactus and New Charter housing groups in April 2018 both contact centres have been overseen by one Assistant Director who has implemented a series of changes to align resourcing, processes and performance management.

The Group handled 352,309 calls between 1 April 2018 and 31 March 2019. Calls are filtered through Netcall Communication System which was already in place at Ashton and was introduced at Leigh in July 2017. The call routing functionality enables calls to be monitored and managed in the most effective way by routing calls to advisors with relevant skills. It also gives callers the option to receive a call back rather than wait on the line at times when the contact centre is busy.

What we wanted to know

- How effective is Connect at resolving calls at first point of contact?
- What measures are in place to achieve the service standard targets?
- Is the out of hours' service effective in responding to calls?
- Abandoned/lost calls

What we looked at

- Training/monitoring of new recruits and existing staff.
- Statistics; number of incoming calls/call waiting, etc.
- Complaints database for contact centre related complaints.
- Random call sampling.
- Customer satisfaction data.

- The process for establishing whether calls are resolved at the first point of contact.

What we found

1. Resources

- As at 25 June 2019, the Leigh centre employs 30 fulltime staff covering a variety of shifts between 8:00am and 6:00pm Monday to Friday. The Ashton Centre has 37 staff. Advisors are assigned to two teams; one specialising in repairs and one housing management (including rent enquiries).
- A rota system is used to ensure cover is always available during sickness, holiday and maternity leave; only two members of staff within each team are permitted annual leave at one time. The rota is devised using 'call predictor' a tool that uses past data from Netcall telephone system to calculate resources required based on incoming call rate for a similar period. However, it may not take into account other factors affecting call volumes such as weather conditions; in summer 2018 the call volume may have been affected by unusually hotter weather compared to this year's wetter summer.
- Casual or bank staff are not employed to cover sickness, annual leave or peak periods.
- At Leigh there has been an unusually high staff turnaround brought about by trained staff being appointed in other areas of the company. Between 1 July 2018 and 30 June 2019 Leigh Connect lost nine trained staff to other departments; four were secondments and will return once the term has completed, four to permanent positions and one moved to a manager role within Connect. Leigh Connect is currently advertising for two temporary positions due to staff secondments.
- Leigh Connect is currently experiencing difficulty with regards to staff turnover; there appears to be difficulty in attracting new applicants and also in retaining existing staff. At the last recruitment campaign, eight applicants were invited for an interview of which only one attended; five failed to attend, one arrived late, one declined and one was unable to attend. At the previous recruitment drive, eleven applicants were invited for interview of which four declined, three failed to attend, three were offered a position of which only one accepted but left within a few weeks of starting their role.
- There are no current staff turnover issues within the Ashton call centre.

a) Training

- Contact Centre staff are trained to deal with a range of enquiries (up to a certain level) to ensure they are equipped to resolve enquiries at first point of contact. Anything above that level is referred to dedicated teams throughout the organisation. As such, their skills base is wide and diverse to allow them to communicate effectively with a wide range of enquiries. They are required to have excellent customer service skills and be competent in using IT systems and are trained to use Netcall, ReAct, CRM, Northgate, Summit, Allpay and Callpay and QL computer systems.

- There is a robust recruitment process to ensure that new recruits have the ability to undertake the role (following induction training). Appendix 1 details the qualifications, skills and competencies required.
- The induction programme ensures new recruits are given the help and guidance they need for them to do their job to the required standard as soon as possible. As part of the initial training the recruits work-shadow other colleagues which is considered the best way for them to learn. On-the-job training is also provided in which the recruits deal with calls up to a certain level for example, sales calls or general enquiries. The whole process takes approximately thirty days depending how quickly staff learn. Once trained, recruits will be placed into the repairs or housing management team based on suitability and skills.
- Refresher training is provided to all staff; they are allocated half hour weekly training slots.
- E-learning (via a computer) is provided to all staff.
- Group discussions take place on a monthly basis away from telephone calls.
- Guidance notes are provided to assist staff in handling calls. They are advised to carry out security checks, identify the callers' needs using questioning skills, and take responsibility for dealing with the call and carry it through. If they cannot answer an enquiry quickly, they are advised to give the caller the option of a call back.
- The guidance notes remind staff to ensure they record contact. All contact will be logged onto the Customer Relationship Management (CRM) computer system that will provide a full audit trail of customer contact. The system is designed to provide information that is easily accessible, concise, accurate and understood thus enabling staff to deliver first point of contact resolution. Once a contact is recorded it cannot be amended; if a record needs amending due to an error, a new record must be created with the correct details.

b) Knowledge base

- Staff based in Leigh have access to a database, 'knowledge base', that contains information on all service channels which allows it to be shared with customers. Its aim is to reduce the customer handling time, improve first contact resolution, eliminate time wasted searching for information and improve customer satisfaction.
- Knowledge base contains guidance on many business areas including; aids and adaptations, allocations and lettings, anti-social behaviour, complaints, development, energy advice, grounds maintenance, home ownership - leasehold/shared ownership, Miles Platting, money matters, rents and payments, repairs and maintenance, resident involvement, sheltered and supported, tenancy enforcement and tenancy issues. It also provides information on a wide-range of other topics. The guidance notes were recently expanded to cover a wider range of enquires.
- On each subject matter the knowledge base prompts staff to ask the caller additional questions in order to obtain further information. It guides staff through the questions and possible answers and explains what they should communicate to the customer.
- The review revealed that knowledge base is a useful tool that provides detailed information and guidance to staff. If a customer enquiry cannot be dealt with staff are instructed to refer

the call to a dedicated team/staff member; if unavailable they are then advised to request a callback for the customer and reminded to record the contact on CRM.

- Advisors based in the Ashton office are supported by CRM scripting which provides prompts and links to a suite of standard documents. This can be updated quickly by managers to reflect any change in processes and ensure that customers receive consistent and accurate advice. Some such as “missed appointment” are relatively simple:

1. Ask the customer if they have received a missed appointment card
2. Check to see if the appointment has been made through Northgate
3. If yes, re-arrange with the customer and input new appointment on Northgate
4. If no, ask who has left the card and transfer the customer, if they are not available send a CRM task to the relevant staff member to contact the customer back

Where the business function is more complex or technical, such as ending a tenancy, this is reflected in the scripting with hyperlinks to standard documents:

Advise the tenant that posting out a form can take much longer and we strongly recommend they visit one of our Local Hubs. If the tenant agreed to visit the Hub please complete a 'First Point of Contact Resolution' CRM Task to state this

Tenants are required to provide 28 days' notice in writing (this will commence from the date we receive the form). The end date must fall on a Sunday. Tenants are required to do so under the terms of the Tenancy Agreement

1. Post out / Email an End of Tenancy form (please post first class via the post room);

Weekly- https://intranet.newcharter.co.uk/sites/CRM_DOCS/weekly

With a covering letter

End of Tenancy Covering Letter

Or advise they can send a termination letter provided it has their signed signature (as per Tenancy Agreement), is dated and gives full 28 days notice

If a customer advises it is urgent they can email the completed End of Tenancy Form to: contact@newcharter.co.uk again this must have a signed signature not a typed one

2. Put a note on CRM via 'Update Details / Add Northgate Note / Tenancy Notepad', stating “End of Tenancy” form has been issued

3. Send CRM task to the Tenancy Matters Officer with a 2 week target date (if selecting the Two Day Task template please manually amend the target date)

Please include in your task that you have informed the customer they can shorten their 'end of tenancy process' by visiting one of our Local Hubs.

- There is also a “SharePoint” site which provides additional specialist information.
- The intention is for both teams to move to a shared IT solution.

c) Queue buster

- A call back service called 'queue buster' is offered at certain times of the day that allows customers to request a call back to avoid waiting during busy times and without losing their place in the queue. It operates between 8:00 am and 4:00pm to allow time for calls to be allocated to an advisor before 6:00pm. Different options/queues are available e.g housing management, repairs, rents. Each queue holds a maximum of ten calls. Once in a queue, the customer will remain in their position until an advisor becomes available to give a callback. The advisor has no control over which call they receive.

d) Web Chat

- The Group's website contains general information. If information sought is not available customers have access to webchat. Webchat was introduced to assist customers to avoid the need to telephone. Staff within each of the contact centres respond to web chats.
- A review revealed that the webchat option is not available on the website's main page (window) where linked tiles are available that open up to other areas of the business. Webchat is accessed via the 'menu' on top of the page which gives the following options; find a home, careers, help and advice, news, and get in touch. The 'get in touch' tab opens up further tiles and to the 'Chat online' link.
- Webchat is channelled via the Netcall telephone system which routes the chats to advisors logged into webchat based on their level of skill. Advisors are limited to dealing with two chats at a time although there is a facility to handle up to four. An auto response is sent to the customer when a chat has been pushed to an advisor.
- If no advisors are available to web chat the following message is displayed "thank you for your query, one of our Connect advisors will be with you as soon as they become free. During busy periods you may experience a delay, we apologise for any delays in connecting you". When webchat is unavailable a sad 'emoji' is displayed with a caption that states "We're currently unavailable. Unfortunately none of our agents are available to help you with your query. Please try again later".
- Webchat takes priority over calls therefore while a chat is in operation an advisor is unable to receive an incoming call. Webchat was intended for simple queries thereby reducing the number of calls. However, if a query cannot be resolved the advisor has the facility to transfer the chat to a more skilled advisor. Standard responses known as 'snippets' are used to avoid lengthy response times for example; a five minute warning to leave chat if no response is received, abuse termination warning, be back soon, different email address, end shift transfer, end the chat, registering for property, etc.
- A review of the webchat service revealed there is no notification, either by sound or visual display, to alert advisors that a webchat has been initiated; they must keep checking while processing or dealing with other things for example, emails. It also revealed that customers are not informed of their position in the queue or how long they have been waiting. However, an advisor can see the status of a webchat; the waiting time since last interaction, and the total duration of the active chat.

- A review of a sample of webchats revealed that advisors completed security checks before proceeding with the chat, satisfactorily responded to the query, and in one case transferred the chat to a more skilled advisor. One customer abandoned their chat although the advisor did respond. In all chats sampled the advisors were polite.
- Customers are requested to give feedback on their experience of how their query was handled. They are asked “at the end of this chat we would be grateful if you would copy and paste this web address into your web browser ...”. A review revealed clicking on the link navigates customers to the survey therefore eliminating the need to copy and paste to the browser.
- Between 1 July 2018 and 31 March 2019, 741 webchats were received at West of which 592 were completed and 113 abandoned. Of the 592 chats, 394 relate to rent enquiries, 140 to repairs and 58 were miscellaneous. The average wait time to connect to an advisor was one minute and the average duration of chats was 11 minutes.
- Between 4 June and 12 July 2019, 14 webchat surveys were completed by Leigh customers; 98.56% said they were satisfied with the service they had received.

e) Performance Monitoring

- Call performance is managed and monitored on a monthly basis with targets linked to percentage of call wrap up, percentage time not ready, total calls taken, average calls per hour, call handling and wrap up.
- Quality of performance will be monitored by listening to a random sample of calls on a weekly basis to ensure advisors are meeting compliance and quality standards. The compliance standard includes greeting and security and system checks. The quality standard assesses the information provided including among other things; whether the advisor answered all elements of the query correctly, demonstrated appropriate listening skills, clearly explained information and used positive language. The advisor will be scored on both the standards, performance will be reviewed on a one to one basis and where necessary training will be provided.
- A review of completed performance reviews showed that advisors were monitored weekly on compliance and quality. They were scored on the average number of calls taken per hour and given an overall percentage score on their call handling as per the assessment criteria. Feedback was given on the performance of each call and where necessary advised how the call could have been better handled; in one case the advisor had omitted to record the contact on CRM and was advised to focus on making an accurate record. A note was made for their line manager to carry out further call monitoring and provide feedback to the advisor.

2. Service standards and targets

Contact centre performance has been recognised as a Key Performance Indicator (KPI) with targets set for enquiries resolved at first point of contact and lost/ abandoned calls. Executive Management

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Team receives regular monitoring information which reports that performance exceeds target on each of these indicators (Appendix 2).

a) Call volumes

Between 1 April 2018 to 31 March 2018 352,309 calls were taken between Ashton and Leigh call centres. On average, calls were answered within 50 seconds at Ashton and 89 seconds at Leigh (the target is 90 seconds); this is a vast improvement by Ashton compared to previous performance of 4 minutes

We have considered the calls received by the Ashton call centre in two separate weeks, 1-5 October 2018 and 3-7 June 2019. These weeks were selected to reflect both winter and summer periods as we are aware that there is seasonal variation in demand for some of our services. The tables below reflect the demand by service area.

Ashton Office

	October 2018	June 2019
AKSA Neighbourhoods	23	23
AKSA Repairs	78	37
AKSA Revenues	10	21
Gedling Neighbourhoods	98	66
Gedling Repairs	354	174
Gedling Revenues	81	77
New Charter Automated Rent Calls		2
New Charter Neighbourhoods	659	359
New Charter Relets	332	207
New Charter Repairs	1930	797
New Charter Revenues	452	390
Police (dedicated contact)	24	16
Threshold	33	15
Total	4074	2184

Leigh Office

	October 2018	June 2019
Housing Management	1026	987
Manchester Move	18	14
Miles Platting Repairs	123	102
Planners	494	548
Rent Payments	197	196
Rents	772	741
Rents HCC only	129	112
Repairs	1248	989

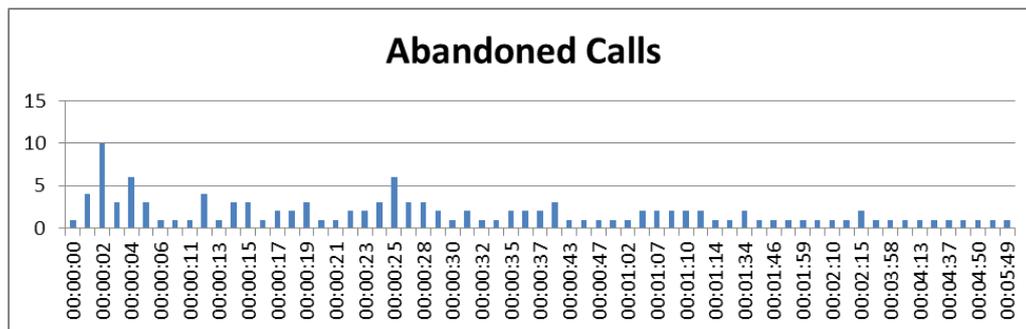
Comment [CS1]: Check numbers

Select Move	11	9
Turner House	140	178
Total	4158	33876

b) Lost calls

To test the information reported we have sampled data available within the Netcall system for calls received at the Ashton Office during the period 3-7 June 2019.

During this week, the Ashton call centre received 2168 calls. Of these 123 (5.7%) were abandoned before being connected to an advisor. The chart below indicates how long the caller waited before abandoning (seconds). As the welcome message and list of options lasts 36 seconds, it would be reasonable to assume that queue waiting time is not the reason for calls being abandoned in less than 37 seconds.



c) Enquiries resolved at first point of contact

First contact resolution information is gathered via an automated customer satisfaction survey carried out by an external provider. The surveys are automatically processed at 10:15am and also at 2:15pm each day for calls received between 8:00am and 10:00am, and between 12:00 noon and 2:00pm. The system is set to prevent duplicate calls therefore a customer will only receive one survey within a thirty day period. Following an introduction to the survey, customers are asked four questions, namely:

- 1) Was the customer satisfied with how the advisor handled their call?
- 2) Was the advisor polite when dealing with the enquiry?
- 3) Did the advisor sound knowledgeable and confident when answering their enquiry?
- 4) How many times did the customer need to call about the issue?

We have a performance target of 70% enquiries resolved at first point of contact. The data from quarter 4 2018/19 shows that East (legacy New Charter) achieved 73%, West (legacy Adactus) 78.2% and South (Gedling) 74.7%. All performed better than target.

It should be note that callers who have indicated that they are unhappy with the call are not presented with question 4.

When selecting the data to export to VoiceScape, the only calls which are excluded are those from internal callers and those who have requested that we exclude them from marketing calls. Voicescape then filter to exclude anyone who has been sent one of our surveys within the preceding 30 days. 100% of remaining callers are sent the survey.

Response rates to this survey vary from 28.4% of Gedling customers survey to just 15.4% of Aksa customers.

3. Dissatisfaction and complaints

If a customer responding to the survey expresses dissatisfaction they are advised to leave a message to explain the reason for their dissatisfaction and given an option to speak to a member of the team via a call back within 24 hours to resolve the problem. There is no reliable long term data to indicate how many customers have requested this facility however anecdotal information suggests that the opportunity is not widely utilised. A sample of the 49 callers who had indicated that they were unhappy with the way their call to the Ashton office had been handled found that none had requested a call back. All expressions of dissatisfaction were investigated by a manager, including listening to call recordings (where available). On average, 93% customers were satisfied with how their call was handled.

- Customer dissatisfaction is followed up with a telephone call to establish the reason for their dissatisfaction. The original call recording is reviewed and appropriate action taken if the complaint is upheld.
- Only five complaints are recorded for the Leigh contact centre for the period 30 January 2018 and 30 June 2019. It is uncertain if this is the correct number of complaints as no further information was available. There is just one complaint recorded for the Ashton office during this period.
- A review of completed dissatisfaction complaints revealed they were investigated appropriately; each call was assessed to determine if the advisor had listened to the customer's issue, was polite and professional, had provided a satisfactory response and had taken appropriate action. Of the five complaints only one was upheld; action was taken to inform the advisor how the call should have been handled in that particular case.

Complaint	Outcome	Findings and action taken
Customer advised they had a history of issues with the boiler and they were not referred to the performance manager to respond.	Complaint upheld	Call was reviewed with the advisor and feedback provided. It was explained that the advisor did not listen to the tenant's issues and due to the history of boiler issues it should have been referred to the performance manager to investigate and respond.
Customer felt unhappy that the	Complaint not	The job was raised as emergency. The advisor

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priority of their job was not taken seriously.	upheld	confirmed that the operative would attend before a given time and would call on route. The tenant was advised they should inform the operative they were 10 minutes away and to wait. The advisor was polite and understanding.
Customer unhappy that the advisor did not explain rent account patiently and was told to stop shouting.	Complaint not upheld	Advisor took time to calmly explain the rent information. Customer still became frustrated and started shouting. The advisor did ask them to stop shouting but this does not warrant an upheld complaint.
Customer informed the advisor not to speak to them like they were a child.	Complaint not upheld	The advisor had remained calm throughout the call and took time to explain. At one point the advisor said "I'm only reading what the inspector has said, he's the professional ok?" It was explained to the advisor that it was not appropriate to say this. It was agreed with the tenant to add an alert so staff know to allow extra time whilst on the phone.
Customer complained about the repairs process and that their job should have been logged as an emergency.	Complaint not upheld	The tenant's partner advised that the leak was containable and they had not used anything yet to contain water. The customer was advised the job was given a correct priority based on information provided. The advisor had also advised the customer to call back if there were any concerns or the leak became worse.
Customer complained that repair work was delayed due to mistake within Connect	Upheld	Call was reviewed and it was identified that a telephone number had been incorrectly recorded this meant that we had been unable to make contact with her to arrange an appointment.

As part of this project, we have undertaken Jigsaw Rewards survey to measure satisfaction with the contact centres. (Appendix 3) This survey reports 82% satisfaction with the contact centre experience. Just over half of those telling us that they had used the contact centre reported that they had received a satisfaction call, but only 34 people told us that they had provided feedback in this way. The survey generated some interesting comments about the reasons that they hadn't responded which will be shared with the Director to be considered when reviewing the way we collect customer feedback about this area of our work.

What we liked

- Comprehensive training programme for new recruits.
- Enquiries resolved at first contact exceeded the 70% KPI target.
- Fewer lost / abandoned calls
- Significantly improved performance in the Ashton centre
- Channel shift to web chat thereby reducing call volume of less complex calls.
- Netcall predictor and rota system to ensure cover is available at peak times.
- Knowledge base / scripting for guidance on all service channels.
- Queue buster to avoid waiting at busy times.
- Webchat for simple enquires to reduce volume of calls.
- Low number of complaints (6) over an 18 month period
- Call performance monitoring to ensure quality of call handling.

What concerned us?

- Leigh contact centre not attracting a good calibre of advisors.
- Unusually high staff turnover at Leigh.
- Lengthy process to access Webchat on website; it is not available on the main page.
- No sound or visual notification to alert advisor that a webchat has been activated.
- The First Call Resolution survey does not ask dissatisfied callers how many calls they have made to resolve the issue

Appendices

Appendix 1 Person Specification

PERSON SPECIFICATION CUSTOMER ADVISOR		
CRITERIA	ESSENTIAL/ DESIRABLE	METHOD OF ASSESSMENT
QUALIFICATIONS		
Qualification demonstrating sound literacy & numerical skills (GCSE English & Maths A-C or equivalent)	E	Application Form / Certificates
SKILLS/EXPERIENCE		
Clear and accurate written work and data input	E	Test
Experience of handling high volumes of telephone calls on a range of subjects	E	Application Form/Interview
Experience of providing quality customer care to members of the public	E	Application Form/Interview
Ability to search and record information using in-house IT Systems	E	Application Form/Interview
Ability to process housing applications	E	Application Form/Interview
Punctual	E	Application Form/Interview
Experience of working in housing or maintenance sector	D	Application Form/Interview
A good knowledge and understanding of Social Housing	D	Application Form/Interview
COMPETENCIES		
Communicates clearly and concisely	E	Interview
Ability to use own initiative	E	Application Form/Interview
Works harmoniously with others, helping to generate a positive team atmosphere	E	Interview
Participates and makes constructive suggestions for solutions and improvements	E	Interview
A commitment to the Group's equal opportunity policies and practices	E	Interview
Understanding of data protection & confidentiality issues	E	Interview
Ability to work under pressure and meet deadlines	E	Application Form/Interview

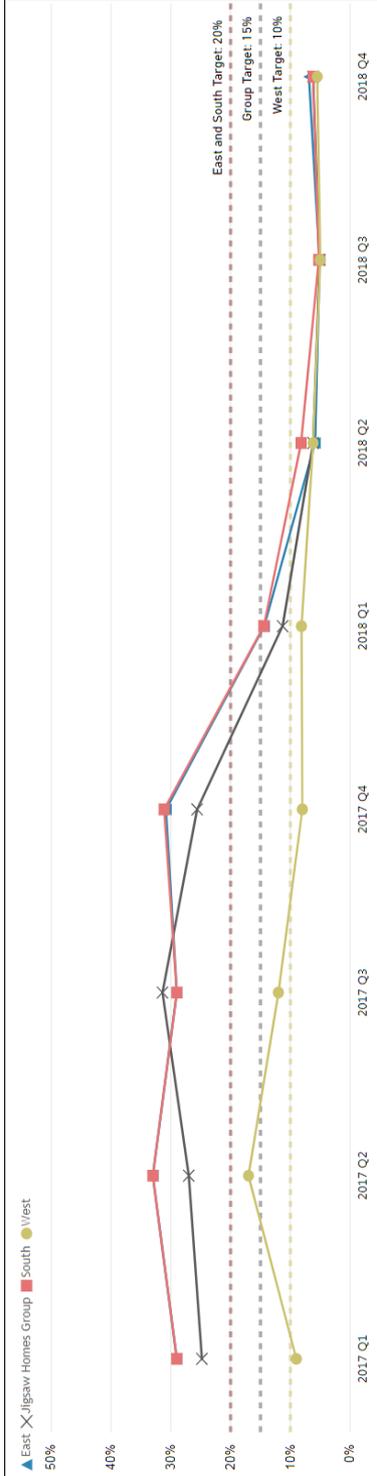
Please note:

Applicants must meet the above "Essential" criteria as a minimum. "Desirable" criteria will be used as a minimum to further shortlist applications received if necessary. We are willing to consider making reasonable adjustments for people who have a disability. For example, by providing aids or adaptations to help overcome the effects of their disability. If you have a disability, please refer to the guidance notes before you complete your application form. If you have any questions please do not hesitate to contact the HR team on 01942 606715.

Appendix 2 KPI data



Lost/Abandoned Calls



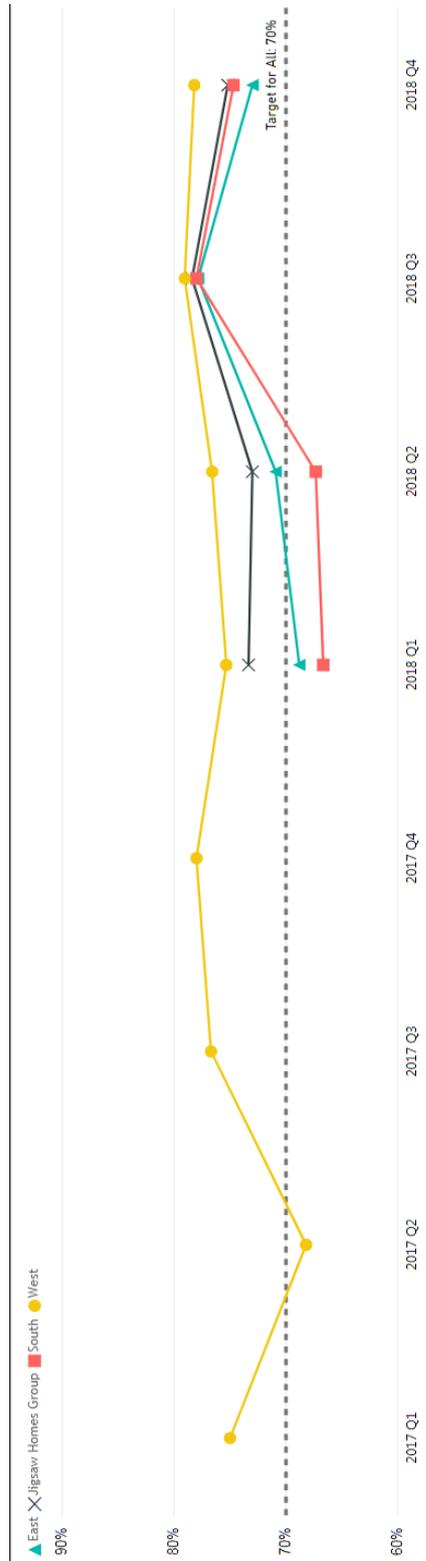
Board Name	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2	2018 Q3	2018 Q4
Jigsaw Homes Group	24.80 %	27.00 %	31.40 %	25.60 %	11.31 %	6.21 %	5.10 %	6.20 %

Board Name	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2	2018 Q3	2018 Q4
East	29.00 %	33.00 %	29.00 %	30.80 %	14.37 %	5.87 %	5.11 %	6.90 %
South	29.00 %	33.00 %	29.00 %	31.11 %	14.43 %	8.20 %	5.24 %	6.20 %
West	9.00 %	17.00 %	12.00 %	8.00 %	8.14 %	6.20 %	5.00 %	5.50 %

Qtr Label	Board Name	Commentary
2018 Q2	East	Continued performance improvement in Q2 has accompanied a re-structure of the team to promote specialisation and an extension of core opening hours.
2018 Q2	Jigsaw Homes Group	Performance improvements have continued in Q2, with the proportion of abandoned calls almost halving.
2018 Q2	South	Continued performance improvement in Q2 has accompanied a re-structure of the team to promote specialisation and an extension of core opening hours.
2018 Q1	East	Ashton Connect has performed strongly in Q1, benefiting from being fully resourced, having high attendance and a clear performance focus.
2018 Q1	Jigsaw Homes Group	Improving the performance of the Connect service in Ashton-under-Lyne has been an important priority in the early months of the new year. Building on work achieved in 2017, with high performance in Q4, the team has been correctly resourced, there has been a notable improvement, with fewer than 15% of calls abandoned in Q1.
2018 Q1	South	Ashton Connect has performed strongly in Q1, benefiting from being fully resourced, having high attendance and a clear performance focus.



Enquiry Resolved at First Point of Contact



Board Name	2018 Q1	2018 Q2	2018 Q3	2018 Q4
Jigsaw Homes Group	73.35 %	73.00 %	78.40 %	75.20 %

Board Name	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2	2018 Q3	2018 Q4
East	75.00 %	78.00 %	76.70 %	78.00 %	76.67 %	76.67 %	79.05 %	78.20 %
South	73.35 %	73.00 %	78.40 %	75.20 %	73.35 %	73.00 %	78.40 %	75.20 %
West	73.35 %	73.00 %	78.40 %	75.20 %	73.35 %	73.00 %	78.40 %	75.20 %

Qtr Label	Board Name	Commentary
2018 Q3	Jigsaw Homes Group	Board will have noticed the strong performance of the Connect contact centres in the first half of the year, in particular the improvement in call response of the Ashton Connect centre. This strong performance is recognized by callers, more than three-quarters of whom responded to our daily survey in quarter three reporting that their enquiry was resolved in a single call.
2018 Q1	Jigsaw Homes Group	Based on initial survey results in Q1 and call volumes to each Connect site, a target of 70% is proposed for 2018/19.

Appendix 3- Jigsaw Rewards Survey Results

Participation in the survey	
Total Responses	116
AHA	44
Aksa	5
Beech	4
CCH	17
Gedling	5
MCC	9
New Charter	29
Other	3

Q1. Have you phoned the Connect Contact Centre?			%
Yes	93		80.9
No	22		19.1
Unanswered	1		

Q2. Was your call experience satisfactory?			%
Yes	82		87.2
No	12		12.8
Unanswered	3		
N/A	19		

Q3. If no – why not?

Everytime u phone u can hear other staff in back ground and ur call sounds like it cuts off

I was told someone would get back to me and am still waiting a month later

Jobs always get confused with operator and workman

Nobody called back as requested

It was satisfactory

Called initially to get some information regarding my house exchange application. When I was put through I was told I wasn't eligible to apply with them as my landlord wasn't registered and I would need to apply via homeswapper. As was they sure and they responded yes. Once I double checked my information and realised it was inaccurate I called back and stated that. I was informed I was eligible and it was because I stated my tenancy was CCH not Jigsaw.

They have very short hours

The Connect staff have no idea of which staff do which job!!!!!!They said the call would be returned it was not

Could not give timescale as repair was by contractor

Always get told it's not there responsibility

I felt the person was polite etc but you can tell when someone isn't really listening. It's been over a week since I rang but despite reassurances my problem would be dealt with ASAP still nothing has been done and I don't have a date for when something will be done

I've called up several times regarding repairs that are not being fixed correctly I have now been waiting over 7 months to have my shower fixed I have had 4 engineers come out and do the same thing even though I've told them that the issue isn't with the part the fixing. The 5 engineer came out and took photos of the shower and I'm now waiting for the contact centre to book an appointment in to fix this this was about 2 months ago all I ever do is chase up repairs this shouldn't be my job. I explained to a member of staff what the engineer had said about replacing the shower if it couldn't be fixed and I was accused of ear wiggling on the engineers conversation that he had with a member of the staff at the contact centre this wasn't the case and I was relaying what I had been told.

Called back using a script in front of him. When I queried the things he was saying he said I was being rude and interrupting him. This is why I use emails plus I then have a hard copy of everything.

I have not got around to do it yet.

Q4. Did you receive an automated satisfaction survey?

Yes	59
No	50
Unanswered	7

Q5. If you received a satisfaction survey, did you respond to this?

Yes	34
No	25
Unanswered	18
N/A	39

Q6. If no, why not?

Didn't have time

I was busy

What is the point!

Because when you receive the satisfaction call its often just a day or so after the call and sometimes the call is ongoing and its important to wait until the thing you have phoned about has been done or is the phone call just to see how you handled the call? As I think it would be better to get feedback after the repair or complaint or whatever you phoned for has been sorted that way your giving accurate feedback at the end of it all maybe just do a follow up call after its all sorted out.

I was in my car when it came through

I received a call without even approving that I wanted to participate.

Very disappointed with what was going on waiting for call

I was busy at the time and just forgot.

Did not receive a survey

Didn't have time

I was in work

They come at times of the day when I am either busy or at work. Allow us to put a time slot when we can answer these calls.

What is the point

More important things to do.

I find it annoying being called back after a call has finished usually a small while after the initial call was finished my suggestion would be to ask the caller if they would like to take part in a survey at the end of the call and not just call them regardless

Feedback by text would be easier because I didn't answer when it rang and just went to answerphone so didn't leave feedback

I did not receive an automated satisfaction call after a phone call but I did receive one after the job was completed which I responded to.

As I was busy at the time

Sometimes but not today as I rang the wrong person most times I do as I feel it is important to give feedback when they do a good job

Was at hospital appointment at the time

I dislike automated survey call intensely!

Didn't want to

I never received a call

I didn't feel satisfied with the way this has been handled

Gave a negative

Time when survey call comes through isn't always convenient and then I end up forgetting about it. Text or email survey would be my personal preference.

Well by saying no then I will not get a satisfaction survey.

Appendix 4

Staff Interviews

The following interviews were carried out with staff:

Name	Role	Date interviewed	Topics covered
Lynsey Hooper	Customer Services Manager Systems and Resourcing	25/6/19	Recruitment Training Complaints Statistics Webchat
Jon Jackson	Digital Projects Officer	5/7/19	Web chat demonstration
Tracey Adu	Assistant Director of Corporate Services Contact Centre	9/7/19	Staffing resources
Lauren Bennett	Customer Advisor	9/7/19	Web chat test
Daniel Walker	Specialist Advisor (Quality Officer)	10/7/19	Training Performance monitoring Complaints Satisfaction surveys
John O'Neil	Connect Team Manager	18/07/19	Resources Training Performance management