



Residents Scrutiny Forum

Report on avoidable contact

Contents: Our Guide, Main Report, Appendices, Questions, Scoping Document,

Quick guide to issues and recommendations

Resident Forum Working Guide

Critical success factors: what makes tenant scrutiny work?

As a partnership TPAS, HouseMark and CIH have developed the following critical success factors for effective tenant scrutiny. They will form the basis of Quality Assured Scrutiny: our joint accreditation in tenant scrutiny.

Clearly defined and real power

What is important here is how scrutiny relates to the decision making structure of the organisation, including its relationship with (and separation from) governance and the executive team. There should be a clear and accepted way in which it influences the setting of strategic direction. For tenant scrutiny to be effective, it must integrate with the strategic and performance management frameworks of a landlord.

Tenant led and independent

The tenant scrutiny role should be independent from governance. Whatever structures are put in place to deliver the scrutiny role, there must be accountability, openness and transparency. There is also a need for evaluation of the effectiveness of scrutiny itself and the ability for the wider tenant body to challenge this.

Clear roles and responsibilities with capacity to deliver

Roles and responsibilities must be agreed from the beginning. In order to deliver against expectations, it is crucial that those undertaking scrutiny are supported and have the right skills and knowledge; and that there is sufficient capacity and plans in place for succession.

Decisions based on freely available and commissioned information

To make sure the scrutiny role works well in practice and maximises the impact it has on improving services and influencing strategic direction, it needs to be based on the principle of evidence-based decisions. This is supported by tenants having access to a range of information from different sources but also being able to influence how and why the organisation collects and analyses key data.

Embedding scrutiny in performance management arrangements

Tenant scrutiny should be fully part of the formal structure which forms the operating and assessment framework of an organisation. Being a recognised part of the way in which the organisation and service is run gives tenants the confidence that activities of tenants involved in scrutiny will be taken into account. It also gives staff confidence about the role and legitimacy of tenant scrutiny.

Accessible

The scrutiny role should encourage diversity and promote equality. There should be an emphasis on raising the profile of scrutiny and making as many tenants aware as possible of what it is and how to get involved. There should be links between scrutiny and other forms of involvement (tenant scrutiny will be stronger if it can draw on the work and views of other tenant groups within the organisation).

The logo for TPAS, consisting of the letters 'TPAS' in a bold, grey, sans-serif font.The logo for HouseMark Performance Improvement. It features the text 'HouseMark' in blue and 'Performance Improvement' in red below it. To the right is a green hexagonal icon containing a white house shape with the letters 'HM' inside.



SOUTH ESSEX HOMES

RESIDENT SCRUTINY REVIEW REPORT

On avoidable contact

REVIEW DATE

April 2014

COMMENCED:

April 2013

COMPLETED:

16th August 2013

By the;

Resident Scrutiny Forum(RSF):

Diane Nicholls (Chair), Carol Thipthorp, John Underwood, Chris McPhillips, Shirley O'Reilly, Margaret Kintu and Tony Tamburro.

Introduction.

Just after forming, The Resident Scrutiny Forum (RSF) was provided with Copies of various Quarterly Performance Indicators and Review Information for South Essex Homes (SEH). Among which was the number of complaints lodged against different departments between April 2011 and October 2012.

RSF took it as much as SEH believes and states in its complaints leaflet, that, 'A complaint is an expression of dissatisfaction, where SEH has failed to do what it agreed to do'. The high level of dissatisfaction (76) and communication (46) complaints indicated that SEH was failing on its promises to customers.

After looking at some of the communication complaints, it showed that resident's queries were not dealt with first time. And staff and contractors were not keeping residents informed this causing unnecessary repeated calls to SEH and progress chasing of issues, repairs, queries and unfilled promises.

- ❖ SEH promises to, 'Keep Customers informed'.
- ❖ Under the "National Service Standards" Specific Expectations 1. 1.1 Registered providers shall provide tenants with accessible, relevant and timely information about; Progress on any repair work. **This is clearly stated on page 18.**
- ❖ "The Home Standard" 2. Repairs and Maintenance; Registered Providers shall; provide a cost effective repairs and maintenance services to homes and communal areas that responds to the needs of, and offers choices to tenants, and has the objective of completing repairs and improvements right first time.

Page 20

- ❖ The partnership between South Essex Homes and the Contractors engaged to carry out the work is clearly falling down on this standard.
- ❖ The Performance Indicators show customer satisfaction to be good are they ignoring return phone calls off this figure?
This report highlights Avoidable Contact(AC), this including telephone calls, mobile messaging, email, and even face to face contact with SEH which could be done without if the organisation was doing

things right the first time. It stems from poor communication throughout the Company and its stakeholders.

What is going wrong with SEH customer service delivery? Or is it the Contractors Customer Service delivery letting down SEH?

Scope of Review (see appendix 3)

- ❖ **Bottom line is Communication; it appears to be poor between and within SEH departments and residents.**
- ❖ **Managers do not appear to be managing either staff or contractors within the concept of the mission statement or residents expectations.**
- ❖ **Some departments are very efficient but still need to be aware of resident's expectations.**
- ❖ **The ten day rule needed to be examined as to where it came from.**
- ❖ **Is 20 days to long for minor repairs?**

Methodology

The Forum undertook the following activities to enable its investigations of this issue;

- ❖ Forum was given talks and gained insight into key processes and effectiveness of different parts of SEH customer service delivery and IT in use.
- ❖ Tested different areas of reporting faults including mystery shopping and e-mails.
- ❖ Interviewed staff independently from both Sheltered Housing, Tenancy Services and Income Management.
- ❖ Checked to see if all staff used the answer machine and hunt line.
- ❖ Analysed complaints raised under communication and the Avoidable call log .(C27,N14)
- ❖ Telephone Interviews to residents who had experienced repeated contact.

The Scrutiny Forum considered the following documents as part of its review;

All complaints from 04/011- 10/012.

Avoidable Call Log. (C27,N14) 04/02/2013-06/03/2013

Covalent reports

Strategic Vision 2010-2015.

Lagan Reports

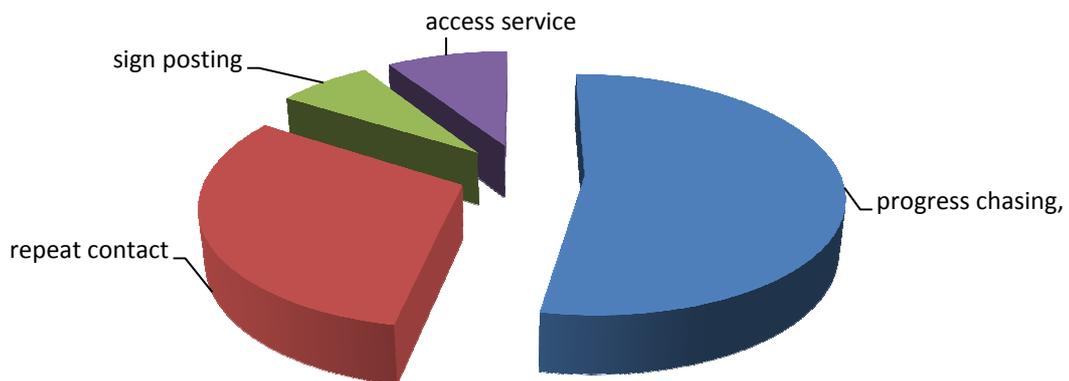
Scoping Document

Findings

Below is a table and pie chart showing the Forty five(45) cases of **Avoidable Contact (AC)** Log captured at call centre during the period 04/02/13 – 06/03/13

Reason recorded	Number of cases	Percentage of total
Progress Chasing	24	53%
Repeat contact	14	31%
Poor sign posting	03	7%
Access to service	04	9%
Total	45	100

A pie chart showing the share of the Avoidable Contact 04/2/13 -06/3/13



**On analyzing the cases, reasons for Progress Chasing were,
Contractors not keeping residents updated**

- ❖ Contractors were not contacting residents when a job was incomplete and residents had to ring the call center and to make matters worse, they were told that staff had ten days to respond back to residents. 24 calls as progress chasing where residents have had to consistently ring up and in one case was an emergency which was not on the contractors system although the telephonist gave evidence of the call placed.
- ❖ Inexperienced subcontractors sent by main contractors who turns out not able to carry out the work or carry out substandard work leading to need for another appointment which in many times is not done till the resident has to ring again.
- ❖ A customer being promised a call back, but that call never comes till when they have to call again where in some cases, residents have given up.
- ❖ Residents not being updated on progress of work especially if repairs were incomplete.
- ❖ Contractors leaving work incomplete due to shortage of time allocated, but never updating the resident what is going on. This has happened in several cases because of poor communication, SEH closes job considering it to be complete.
- ❖ Wrong repair parts ordered very common case with boiler repairs (PH Jones).
- ❖ Workmen do not show up hence not keeping to promises.
- ❖ All repeat contact was either back office staff not getting back to residents or contractors (P H Jones and Kiers) who seem not to care much about their customers.
- ❖ The forum discovered that there were only two hunt lines operating within South Essex Homes staff are encouraged to transfer their number to duty officers phone or activate the answering machine.
- ❖ Mystery shopping identified that the ten day call back was widely used and E-Mails were responded to very quickly. One E-Mail sent was misread by a staff member and the question had to be asked again.

The main finding the forum found was the lack of communication not only between residents but run through the Company with departments not keeping other departments informed of any changes this has a big impact on the call centre. This was noted on our visit to the call centre on the 5 May 2013.

Good practice identified

- ❖ The call center sending a detailed E-Mail with time scales of when the job will be complete.
- ❖ Looking more closely to complaints in the general dissatisfaction heading on the complaints log.
- ❖ Call Centre staff chase up long ongoing calls on behalf of residents if they consistently get ringing of telephone or not at their desk especially if resident is cross or upset.
- ❖ Compiling NI 14 allowing detecting cause of Avoidable Contact.

Conclusion

The Residents Scrutiny Forum felt that all managers and staff were trying to provide a good service to the residents but the forum felt that they were being held back by our main contractors as they do not have the same attitude to customer care which South Essex Home are trying to achieve.

The forum found no documentation to support the 10 days that some staff uses before calling back.

Last but not least The Forum appreciate Senior Managers and Vice Chair of the board who were very helpful in giving the forum a run down on what and how their departments work and supplying documentation which enabled us to identify which managers department the complaint came under also the training carried out by the Service Improvement Manager and Resident Involvement.

The RSF also noted that during staff interviews some staff were very guarded in what they said as if they were afraid of reprisals. This may have been due to former working within the Council or recent press coverage on "Whistle blowing" or that staff are unaware of the remit of the Resident Scrutiny Panel.

The RSF would like to think that this will not happen and the staff members interviewed were working to provide a better service.

A big thank you to all who took part in our first report.

Appendices;

Appendix 1 Telephone Interviews.

Appendix 2 Staff Interviews plus questionnaire

Appendix 3 Scoping Document.

Appendix 4 A quick guide to the Forums issues and recommendations.

Recommendations

Following a survey carried out by the Southend Tenants and Residents Federation the biggest complaint was the time that staff took to call residents back.

The resident Scrutiny Panel recommends;

- ❖ That the 10 day wait which both Call centre and staff use be looked into and reduced.
- ❖ Terms and conditions of Contractors are looked at by senior managers and if none in place think of introducing them as South Essex Homes get the blame from residents for things the staff are not aware of.
- ❖ Embed in the culture of South Essex Home that any staff leaving the office transfer their telephone. Roll out the hunt line to all departments at the present only two lines in operation and in the event of sickness manager should ensure that the staff member's telephone is transferred for the duration.
- ❖ All staff to be reminded to put "out of Office" on if on annual leave or away from their desk for the day with an alternative telephone number.

Further,

- ❖ Find out convenient means of communication Medias to contact individual customers and inform them of progress and change of situations.
- ❖ Update Lagan such that Contact Centre staff to match Contractors for the estimated time of repair works. This will avoid discrepancies in information given to residents.
- ❖ Encourage customers to use mobile phones, which is the best means of reaching people wherever they are. This will allow text messaging, a cheap and effective means of communication.
- ❖ The repairs and maintenance department to continuously check on logged repairs and contact customers or contractors to find out progress of job.
- ❖ Contractors should know what sort of job before hand and talk it through with customer.
- ❖ Let both **SEH** and its contractors (**P H Jones** and **Kiers**) work out together with the relevant residents a **code of conduct** to suit their business plans and mission to enable them deliver their promises to their customers.



Resident Scrutiny Forum

Appendix

1

Report on interviewing Residents who have made Avoidable calls.

By Chris McPhillips

Resident 1

Problem.

Wet Room installed by MITIE, Installed before Christmas 2012.

Complaints;

Heating badly and some radiators not filling

Tiles are cracked and cheap looking.

Sink of poor standard.

Contractors were poorly attired.

Did not clean up after themselves even after the residents offer them the tools and had muddy boots.

Cupboards in kitchen had different coloured doors.

This resident is having dialogue with the local councillor over several issues with contractors.

Resident View;

The resident is constantly complaining to South Essex Homes and stressed that they are happy with the service South Essex Homes offers.

Felt that the problems lie with the contractors who appear not to have good communication skills especially with the vulnerable and elderly

Interviewers View.

A very capable person able to sort out his own problems. Very knowledgeable and would be an asset in future projects. Good relationship with South Essex Homes and fellow residents. The only problem lies with the Contractors. Time spent on call; 19.48 minutes.

Resident 2

There were two problems;

1st Problem;

Leak from an upstairs flat.

This was reported on the 20th November at 4.30pm plumber arrived at 5.30pm. The neighbour involved has issues and refused to co-operate the police were called to assist.

Action taken;

Humidifier was ordered to dry the flat out, but arrived with broken parts was not operational and took 2-3 weeks to get it working. This incident was resolved several weeks later.

Resident asked if South Essex Homes would assist with the decorating of the ruined rooms.

Was initially told no but assistance was given and the matter finally resolved February 2013.

2nd Problem

Wall adjoining the property has missing bricks.

A neighbour told the resident that bricks were missing from her wall and contacted South Essex Homes.

1st call a surveyor called at some point but did not contact the resident.

2nd call resident was told that someone will call on Tuesday 14th May 2013 but did not arrive.

3rd Call two weeks later the resident rang again and an appointment was made.

On the appointed day again they did not show up although the resident stayed in all afternoon.

4th Call resident called and it was eventually confirmed that the job had been cancelled due to rain but no-one has told the resident. Another appointment was made.

When the workmen came they were extremely rude and impolite especially the apprentice.

They did not inform the resident on completing the work and left the gate open when leaving.

Outcome.

This resident is registered blind and has a guide dog that needs to use the garden and is asthmatic.

The resident was unable to say how they were dressed and identification was not viable in this case.

The resident is not impressed with the service that was received.

Not impressed with the communications with South Essex Homes.

As she lives alone feels very vulnerable at times.

Eventually please with the work carried out but not the lead up to it.

Interviewers view.

The resident came across as a person who does not use the disability as an excuse or issue in daily life.

Duration of call 15 minutes.

3rd Resident.

Problem.

Boiler Leaks twice.

1st Leak

Started on March 1st 2013 Easter Monday.

Emergency team called and was very prompt and good.

2nd Boiler Leak;

The boiler started leaking again not sure of date.

Had to wait for parts for three weeks 22nd April.

Eventually PH Jones condemned the boiler.

The resident had no contact from either South Essex Homes or PH Jones.

Heard through the grapevine that new boilers were going to be installed.

New boilers were installed 20th May.

Residents View

While the boilers were being installed no thought was to the fact that the resident was a wheelchair user.

Rubble was left everywhere and access to the toilet was blocked off. This caused the resident to have an accident in her wheelchair.

When completed the water pressure was so low that there was no heating and was very cold.

The resident has lost faith in South Essex Homes and has stopped phoning as the resident was made to feel it was

The residents fault that these things have happened.

Outcome;

Eventually the work was complete satisfactorily

Interviewers view.

It was difficult to obtain consistent dates.

Problems appear to merge together.

Needed to reassure a lot of the time.

Duration of call 18.04 minutes.

The other call that was allocated to me I telephoned five times and left messages to date unable to contact.



Resident Scrutiny Forum

Report on the interviewing Residents who had made avoidable calls

By Margaret Kintu

Appendix

1a

Resident 1:

Reported to SEH that her radiators were not coming on fully, a problem with heating.

She was told that problem requires a full day to be fixed. She was advised that workmen cannot come in the area just for her so she had to wait till when there are other jobs in area. So she waited for over a month but nobody turned up. Tried to chase it up, but PH Jones only got back to her after SEH staff phoned about scrutiny interview. She believes that SEH staff chased it up as per the promise.

PH Jones then turned up, did work for half a day and said nothing to her son who was at home. Later on in evening he lady switched on heating, radiators not working so seemed like no work had been done. She phoned again to report what was happening. PH Jones then told her that the heating pump could not be fixed because work took so long to be done hence condition of pump deteriorated and so a new pump was required and had been ordered. However, she was not given any time period when to expect the pump. It is now over a week so she is hoping to call again on Monday to find out what is going on.

Her customer experience with SEH

Not happy at all because she believes that SEH staff can chase up such long waiting repairs. She believes that the SEH staff who contacted her to ask for consent for scrutiny to contact chased up the repairs because work was arranged almost immediately after the call.

She believes that SEH staff is to be partly blamed because it is their properties to manage and not the contractors, in that they should be able to identify long standing reported repairs and chase them up.

P H Jones

She was not happy with them.

They took too long to do the work which led to the condition of pump worsen and repairable. Hence a need for a new pump

Did not communicate at all to the resident of what was happening even when in the house after failure to fix problem. This has led her to call again to find out what was going on.

Resident 2:

Central Heating not working due to problem with thermostat

He has had contact six times and nothing has ever been fixed properly.

P H Jones has failed six times to get the right part to the thermostat.

A wrong part was ordered several times till when they said that the part was obsolete and cannot be obtained from anywhere.

Resident cannot use central heating and has resorted to electric heaters because the thermostat could not work as temperature could not be set to suit prevailing temperature requirements.

Customer Experience with **SEH**

Resident very happy with SEH, he believes that staff did what they were required to do.

P H Jones

Resident not happy at all, he believes that workmen are not experienced enough in what they are doing and that's probably why they order wrong parts, are unable to fix jobs first time or even do substandard work.

Resident 3:

This resident was busy the time I called him, but said that work had been done and there was not much cause to talk about it. He did not give any views.

Resident 4:

Tried several times but could not get her. The one time I got her on phone, she said that she was going out. Asked me to call back at a given time but I never succeeded.

Resident 5:

Tried three times, able to get him fourth time but was busy at work so he promised to call me back.



Residents Scrutiny Forum

Report on telephone contact
Prepared by Diane Nicholls

Appendix

1b

Resident 1.

Mr G called the contact centre to find out what was happening with a soffit repair which had a target date of 08/05/13

w/o 671586/1. Kiers had been out and had taken a picture and left. There had been a note left on lagan case 101000396264 from Steve B stating it would not be replaced with UPVP only repaired

Mr G was called by myself on 11/06/13 to interview him on the avoidable contact. Mr G is very angry and upset that he had been "left in the dark" and feels that his soffit repair was done poorly as they only removed the rotten part of the soffit with a treated piece of wood, which doesn't match as the wood looks like it's only been primed and it looks untidy.

He also went on to say the new neighbours two doors down had had the same problem, yet their soffit had been replaced with upvc along its whole length.

Why was Mr G not called back? Why was it left for Mr G to call in to be told his soffit would only be repaired?

Resident 2.

Mr A called the contact centre on 14/05/13 stating he was not happy as he keeps being told that someone will be in contact with him regarding his fencing w/o 6715681/1. The contact centre told Mr A that they would chase up the job with Paul S

To make it a top priority, to which Mr A answered he had been told this 4 times already.

Mr A was called by me on 11/06/13 to interview him on this avoidable contact. Mr A informed me that his fence had now been replaced, but he was angry at having to keep calling back, and felt that as a long term resident his loyalty (as he has been at resident for the last 20 years) had been ignored, and was told that he had to wait for his fencing to be replaced because the contractor had "a big job on".

If MR A. had been contacted a.s.a.p. after his first call, he would have felt that his repair was being dealt with, and would understand if they had to be a delay, knowing it would be repaired as soon as possible.

Resident 3.

Miss B Had called twice in one day regarding w/o 6718215/2. The first call was to confirm that Kiers are calling at her home today between 2-4pm. The contact centre confirmed that this booking was correct Miss B called again at 4.30 to say that no one had turned up. The contact centre called through to Kiers and was told that the job had been "rained off". No one had called the resident to say they would not be attending. The contact centre put Miss B through to Kiers to re-arrange the appointment.

I spoke to Miss B and she was very angry at having waited in no one "had the decency to call".
Why had Kiers failed to call Miss B and cancelled this appointment?

I have since call back on Resident and although the work has now been completed, he is not happy with the finish and the way it makes his house looks,
Furthermore I feel that if the residents had been "kept in contact" these issues would have been resolved even if there had been a delay it would have been expectable.



Residents Scrutiny Forum

Report on staff interviews
Prepared by Shirley Oreilly, John Underwood,
Diane Nicholls

Appendix
2

Asset Management ~ Paul Longmans Team

	Staff 1	Staff 2	Staff 3
Q1	4	5	5
Q2	4	5	5
Q3	4	5	5
Q4	5	5	5
Q5	5	5	5
Q6	3/4	5	5
Q7	24HRS	-	12HRS FOLLOWUP CALL 2 DAYS

Staff Comments noted from these interviews is as follows:

Feedback to residents should come from Contractors or Contact centre not staff role to do this.

There are not enough staff to look at jobs in depth would be interesting to look into what the highest complaints in the last year, maybe it is residents expectations too high.

Complaints & Comments should be separated on Lagan.

Lagan call back too long should not be 10days.

Heavy work load.

Problem continuously occurs where staff will not answer internal phones even though they sitting at desk.

Would be good to have own admin staff in each section to assist with allocating the work load.

Tenancy Service staff should contact residents who are known to be Vulnerable / Problematic to them prior to any planned works being carried out.

Reception ~ Beverley Gallagher's team

Scrutiny was only able to interview permanent receptionist. Scrutiny felt that the temporary member of staff should have been able to be interviewed.

	Staff 1		
Q1	5		
Q2	3		
Q3	5		
Q4	5		
Q5	5		
Q6	4		
Q7	2 days		

Staff Comment noted from these interviews is as follows:

Specialist Staff could take the time to come and discuss an issue with a customer rather than getting receptionist asking questions and then relaying them back over the phone it could be a simple 5 min discussion then customer would be happy.

Sheltered Housing ~ Margaret Hutchins team

	Staff 1	Staff 2	Staff 3
Q1	5	5	5
Q2	5	3	5
Q3	5	5	5
Q4	5	5	5
Q5	5	5	5
Q6	4	5	4
Q7	24HRS	24hrs	24hrs

Staff Comments noted from these interviews is as follows:

Work alone, have to think on feet at times and do the best at the time of any situation.

Not all staff does the job they are supposed to do this shows when doing cover duty. There is an Inconsistent approach to remit of Sheltered Housing officer.

Sometimes feel left alone to get on with the job without support but if management needed they are there and will come out

Tenancy Services ~ Paul Davey Team

	Staff 1	Staff 2	Staff 3	Staff 4
Q1	5	5	5	5
Q2	4	5	5	5
Q3	5	5	5	5
Q4	5	5	5	5
Q5	5	5	5	5
Q6	5	4	5	5
Q7	7 days	10 days	1-3 days	5 days

	Staff 5
Q1	5
Q2	5
Q3	5
Q4	5
Q5	5
Q6	4
Q7	5 days

Staff Comments noted from these interviews is as follows:

Don't mind using scare tactics even if first ASB confirmed issue they could lose tenancy, during face to face interviews.

Lagan is time consuming – not enough time to give call back to customers and they get forgotten. Admin person as in the past has worked well and kept workload from Lagan down.

Long time to get replacement staff even when they know that staff is leaving a position.

Contact centre could deal with some issues that they put on Lagan as they have experienced staff.

Team worked well when they had Generic work load.

Lack of cooperation and coordination between SBC and SEH with regards to mutual exchanging properties and also when dealing with the legal side of things when it comes to vulnerable people.

Income management Team ~ Simon Putts Team

Staff Comments noted from these interviews is as follows:

Staff not advised by SBC when rents statements go out at year end informing residents of the coming years, also SEH staff are not notified when a residents circumstances change as this affects the rent they pay and letters are sent out which causes stress to the resident.

Heavy workload, which is increasing due to the changes in Welfare reform.

Not all training asked for is forthcoming.

Only one appraisal in the last year, when first started job there has been no follow up.

Would not feel comfortable to go to manager if there was a problem, manager would not realise if there was a problem with staff member but other team members would.

Info not always available if you need to know something, it is assumed that longer term staff knows the job and it is expected that the newer members do to.

I love my job and do not want to appear negative

The interviewers initially encountered reluctance among staff to speak openly but were in some instances able to overcome this problem. The resulting information regarding the workplace environment plus the nature of departmental interaction proved invaluable to our enquiries.

A lack of back up staff featured prominently throughout our encounters with South Essex Homes' employees along with the subsequent pressures on staff appearing to have led to an identifiable degree of work overload which may also now be perceived as a contributing factor to an overall lowering of staff morale.

Staff indicated a marked lack of communication between departments which they came to regard as being both problematic and obstructive.

A sense of being in isolation was also very prevalent, again with a sense of having little recourse to other more experienced staff. In many cases staff felt they had no option but to presume separate agendas in order to effectively deal with problems on the ground which it was claimed in turn led to a heavy reliance on individual innovation and yet still without the full benefit of either managerial contact or confirmation of direction .

Staff on all occasions appeared to be working under a great deal of pressure with many concerned for their long term employment prospects this may have led to a degree of a "get it over with and go home" mentality which may yet become widespread, we were also to perceive an overall lack of long term direction but found no immediate evidence of any strategy which may have acted in the interests of long term cohesion of staff.

The question of what may be regarded as a reasonable response time varied very little between employees with a consensus being along the lines of a 1 to 5 day period with the majority rejecting the much quoted 10 day Lagan system.

Recommendations following interviews with South Essex Homes staff

1. Contractors should be responsible to call back customers, if there is a delay or issue with the work there are doing, not to leave on lagan or email so the contact centre has to explain to customers when a delay accrues and have to phone back.
2. Hunt system put in place across all departments.
3. Each team/section should have a dedicated admin assistant, who can deal with calls and enquires when officers are out of office.
4. When customer calls into reception and ask for a specific officer or has a specific enquiry if an officer is in the building, they should come down and talk to the customer rather than leaving the receptionist to act as go between.
5. Look into updating the lagan system.
6. Officers to go back to generic working, as this is more efficient.
7. When a sheltered housing officer is on leave a duty cover officer should be able to cover all the work that is normally done, not just what has to be done.
8. Better communication between SBC and SEH when dealing with rent accounts, i.e. rent increases or benefits change especially with vulnerable adults.
9. All staff should respond to their telephones in house