

# National Scrutiny Group Report

Choose an item.



REPORT	
<b>Meeting Date:</b>	Not applicable
<b>Report Title:</b>	How does Accent collect and use repairs satisfaction data?
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<b>For Decision</b> <input type="checkbox"/> <b>Debate</b> <input type="checkbox"/> <b>Information</b> <input checked="" type="checkbox"/>	
<b>Summary:</b> The National Scrutiny Group has scrutinised the way in which Accent checks satisfaction with repairs, to ensure that satisfaction surveys serve the maximum benefit to Accent and its residents.	
<b>Appendices Attached:</b>	<ol style="list-style-type: none"> <li>1. Scrutiny Scope</li> <li>2. VoiceScape survey script</li> <li>3. Analysis of VoiceScape data</li> <li>4. Staff interview findings</li> <li>5. Customer consultation findings</li> </ol>

## 1. Background

The NSG concurred that customer communication and the responsive repairs process have the most significant bearing on overall customer satisfaction. For this reason, members agreed to scrutinise the way in which Accent checks satisfaction with repairs.

Accent currently relies on VoiceScape, an automated telephony system to check satisfaction with responsive repairs. Through this system, Accent will attempt to contact residents who have recently had a repair carried out in their home (or communal area) to ask them:

- Whether the appointment was kept
- Whether they were satisfied with the repair

The NSG expressed concern that the entire customer experience could not be captured in asking residents two closed questions, and that Accent may be missing opportunities to learn from both positive and negative feedback.

Through this investigation, the NSG aimed to ascertain whether Accent is using data on repair satisfaction to its greatest effect.

## 2. Aims

To provide the Board with a fair and honest report on our findings on how data can influence or improve performance of both staff and contractors and in turn, raise satisfaction with Accent's repairs service.

## 3. Methodology

- Analysis of data available from the VoiceScape dashboard.
- Interviews with staff to determine if data is collected, interpreted and utilised effectively throughout the business to improve service delivery.
- A meeting with VoiceScape to determine and understand how they fulfil Accent's brief.
- An online survey of a random sample of residents, yielding over 400 responses.

## 4. Findings

### Staff Interviews

Interviews with internal stakeholders revealed that:

- There was no owner of the service agreement with VoiceScape. As such, Accent was not able to provide a copy for scrutiny.
- VoiceScape surveys do little to help Accent to understand 'customer journeys'. The way in which the survey is framed does not allow residents to provide mixed feedback. As such, responses do not help Accent to understand which parts of the service are good and which parts require improvement.
- VoiceScape surveys help Accent to identify dissatisfied customers and rectify service delivery failures, but too often Accent is unable to contact customers who express dissatisfaction. Two attempts are made, but both are by phone call and both are during office hours.
- VoiceScape data is widely accessible, however it is not detailed enough for Contract Managers to assess the performance of contractors.
- Accent has no other means of capturing customer satisfaction data on this scale.
- At the time the VoiceScape contract was procured in 2010, the technology was deemed fit for purpose. However, residents' expectations about what constitutes 'modern' have changed since then. There are opportunities to upgrade the existing system, but Accent may be liable for additional costs.
- Residents are able, in many cases prefer, to engage with Accent digitally. However, Accent is not currently respecting residents' contact preferences.
- The annual cost of VoiceScape's services (in their entirety) equates to the salary of four full-time Customer Service Advisors; suggesting it is not delivering value for money.

### Customer Consultation

The NSG invited residents who had experienced automated telephone surveys from VoiceScape to take part in a consultation. Responses revealed that:

- In almost ½ cases, respondents were unsure about which repair the satisfaction survey was asking about.

- 57% of respondents felt that their response to the satisfaction survey would have differed if it had been clearer whether survey was asking about the outcome or the handling of the repair.
- Respondents would like the opportunity to rate each aspect of the repairs service separately, from reporting the repair to completion. This could include contractor conduct, quality of the repair and completion time.
- Respondents indicated that they would like to provide feedback about Accent’s repairs service in other ways, in line with individual contact preferences. There was a strong preference for providing feedback online, by email or through ‘MyAccount’ – although the method by which the consultation was carried out may have had some bearing on this. Few respondents would choose to provide feedback by via an operative’s handheld device.
- Residents would like to provide feedback at their convenience, which may be during evenings and weekends. Presently, Accent only attempts to contact residents who express dissatisfaction with repairs during office hours; which may account for the large volume of dissatisfied customers Accent is ‘unable to contact’ (Figure 1).

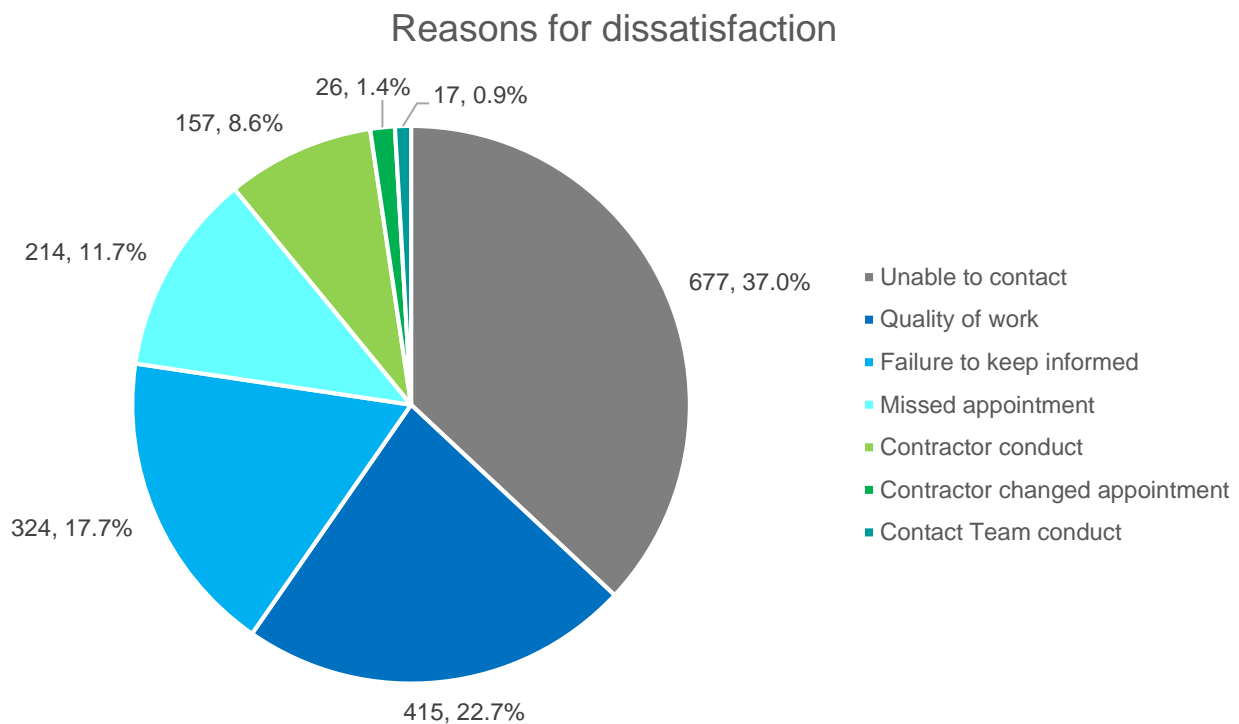


Figure 1: Reasons for dissatisfaction Oct 16 - Oct 18

In addition, comments from respondents revealed that:

- Information such as ‘repair completion date’ and ‘trade type’ would help residents to determine which repair the satisfaction survey pertains to.
- There is a tendency for residents to ignore automated telephone calls, especially those from unknown number; which may account for the falling response rates to VoiceScape surveys (Figure 2).

## Response Rates to VoiceScape surveys

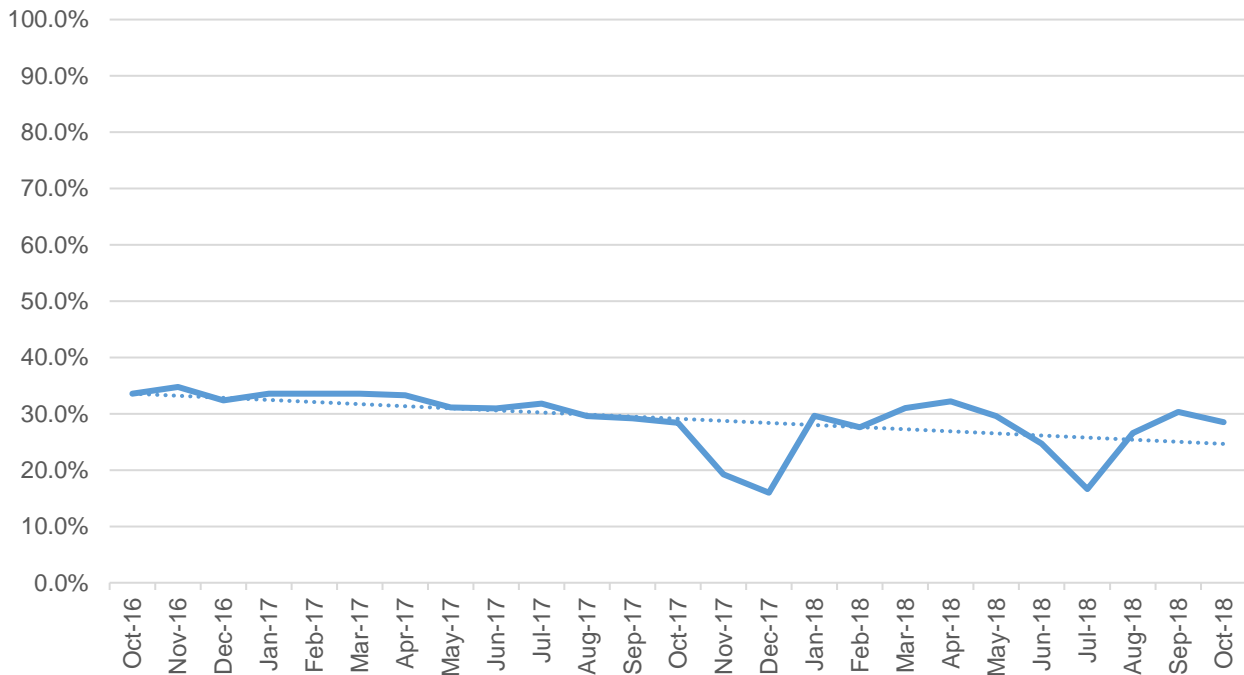


Figure 2: Response Rates to VoiceScape surveys Oct 16 - Oct 18

### 5. Conclusions

- Residents who have mixed sentiments about the repairs service are unclear as to how to answer the questions administered by the automated system.
- The confusion that residents have expressed led the NSG to conclude that satisfaction data is unreliable, and as such Accent could not possibly use it to inform improvements to staff or contractor performance.
- Any data which is collected, by means of satisfaction surveys or otherwise, must be useable. It must not be open to misinterpretation or manipulation by staff or contractors.
- Surveys must be administered at the correct time. In some cases, residents are asked to rate their repair before it has been completed, or before they can properly assess the quality of work.
- Accent must make more effort to contact residents who express dissatisfaction with their repairs. Ensuring that Accent holds the correct contact details for residents will go some way to meeting this aim.
- Accent must give residents more choice about how to provide feedback to maximise opportunities for engagement.
- An assessment of the value for money of VoiceScape's services is overdue. This may involve using another supplier or bringing the service 'in-house'.
- Service agreements must be kept up to date in line with changes to legislation. There is limited provision for residents to express a preference for receiving surveys through particular channels, which is not in line with current data protection practices.

## 6. Recommendations

	Recommendation	Service Area Manager(s)	Strategic Priority
1	Residents' contact details and preferences (including language and vulnerability) are kept up to date and respected, in order to promote the best possible engagement.	<b>Paula Wilson</b> , Director of Customer Contact	Service Choice & Innovation
2	Both satisfied and dissatisfied respondents are given the choice of whether to explain their responses at the first point of contact (either verbally, or by means of a comments box).	<b>Neil Cox</b> , Director of Asset Management <b>Rachael Walsh</b> , Director of Strategy & Insight	Service Choice & Innovation
3	Survey invitations should include trade type and actual completion date to clarify which repair the survey pertains to.	<b>Neil Cox</b> , Director of Asset Management <b>Rachael Walsh</b> , Director of Strategy & Insight	Service Choice & Innovation
4	New satisfaction measures are introduced which will more accurately reflect residents' views of the repairs service.	<b>Neil Cox</b> , Director of Asset Management <b>Rachael Walsh</b> , Director of Strategy & Insight	Service Choice & Innovation
5	Increase opportunities for residents to provide feedback. This could involve contacting residents outside of working hours and through different communication channels such as 'MyAccount'.	<b>Neil Cox</b> , Director of Asset Management <b>Andrew Bremner</b> , Customer Experience Product Manager	Service Choice & Innovation
6	Residents are not limited to submitting feedback via the repairs operative's handheld device.	<b>Neil Cox</b> , Director of Asset Management	Service Choice & Innovation
7	Seek to achieve better value for money with the service agreement, which could result in a change of service provider or bringing the service in-house.	<b>Neil Cox</b> , Director of Asset Management <b>Rachael Walsh</b> , Director of Strategy & Insight	Ambitious & Resilient Business
8	Any new service provider that may be appointed has a signed service level agreement in place that is stored securely and is readily available for review and scrutiny upon request.	<b>Neil Cox</b> , Director of Asset Management <b>Rachael Walsh</b> , Director of Strategy & Insight	Ambitious & Resilient Business