

Scrutiny Team review into customer communications at Selwood Housing

2022

Introduction

Recommendations with the aim of improving communications with customers have been made across nearly all the Scrutiny Team's past reviews.

In addition to wanting to add value and improving the services of teams that are part of the Horizon project, the Scrutiny Team felt that now was a good time to review the customer communications of Selwood Housing.

In discussions with the Marketing and Communications service lead it was agreed that a review would be undertaken by the Scrutiny Team, from a customer perspective to:

1. Understand the volume and type of communications that are sent from Selwood Housing to customers, and from which teams;
2. Focus on repeated, written, planned, responsive and/or process orientated communications to customers;
3. Undertake and analyse a series of research tasks aimed at understanding whether communication to Selwood Housing customers is fit for purpose; and
4. Produce a report outlining findings and proposing recommendations for service improvements.

In December, and with hindsight the Scrutiny Team suggested that the scope of the review was too wide from the start, and with QL being considered out of date felt, 'we don't think we can do it justice.'

The Scrutiny Team felt that the review would have been better timed after Horizon was in place. It would have been much easier to look at customer communications, as it would have a truer representation rather than looking at an old system that's due to be replaced.

During the review period, 5 new members of the scrutiny team were recruited, taking the total number in July up to 11. Regrettably, in October, the scrutiny chair and vice chair resigned, whilst 2 other members became unavailable, taking the team size back down to 7.

As a result, Selwood Housing's Involvement and Communities team offered to work closely with the Scrutiny Team to provide support and leadership around this review, an offer that was accepted.

Since late October the two teams held a series of 'moving forwards' sessions with the aim of keeping the review on track.

The Involvement and Communities team have worked hard to ensure that the Scrutiny Team remain independent and that their recommendations come from Scrutiny Team members and not Selwood Housing staff.

Objectives

The reviews main objectives, which were also the reviews key research tasks, were:

1. To understand the quality, volume and type of communications Selwood Housing sends to its customers;
2. To talk to and work with Selwood Housing staff to establish how and why they send customers communication, and to understand where and when specialist input is used or needed;
3. To consult and review the perceptions of a representative sample of customers;
4. To review complaints and compliments statistics and any existing key performance indicators (KPIs);
5. To carry out a benchmarking exercise with other housing associations and to identify any good practice in the sector;
6. To review any relevant internal policy documents and consider any sector expectations that have been set out in both the NHF Together with Tenants Charter and the Government Social Housing White Paper, and any other key Government laws and policies;

7. To analyse the research tasks findings to understand whether *communication to Selwood Housing customers is fit for purpose*;
8. To draft a final board report and produce recommendations and associated observations in partnership with the Marketing and Communications service lead;
9. For learning outcomes from the review to be fed back to the relevant areas of the organisation; and
10. For any action plan/observations to be monitored by the relevant Selwood Housing teams and the Scrutiny Team.

Review Process

To achieve the objectives of the review, as detailed above, the Scrutiny Team undertook the following research tasks:

Research Task 1: The team selected 96 customer facing letters across compliance (gas, electrical servicing, fire safety and access), corporate communications (customer update, annual report and governance) and lettings (offer, termination and starter tenancies) for an in-depth analysis. The services focused on have a range of letters received by all customers at some point in their tenancies.

Research Task 2: The team undertook a series of 10 interviews with staff members working at different levels in the business who represented compliance, income and lettings, marketing and communications, neighbourhoods, finance, sheltered housing, development and shared ownership. Each interview was based on 10 questions.

Research Task 3: The team developed and shared a series of questions which formed the basis of a customer survey. An invitation to participate in an online survey and consider a telephone interview was circulated to customers via the Involvement & Communities warm list. Customers on this list have expressed an interest in getting involved at Selwood Housing.

The survey was incentivised with 5 x £20 shopping vouchers being randomly awarded to customers who completed the survey.

Research Task 4: The team reviewed complaints and compliments statistics and subject related perception survey information sourced from Rant & Rave and key performance indicators (KPIs) information from the Marketing and Communications team.

The team also requested more qualitative evidence from customer support through a week of action research to answer the question: *'what type of customer communication issues do customers informally talk about?'*

Research Task 5: The team carried out a benchmarking exercise around customer communications with other housing associations to identify any good practice in the sector.

Research Task 6. The team reviewed relevant internal policy documents and considered sector expectations that have been set out in both the NHF Together with Tenants Charter, the Government Social Housing White Paper, and any other key Government laws and policies

Findings and Observations

1. **Research task 1:** Understand the quality, volume and type of communications Selwood Housing sends to its customers.

1.1 As part of the review we had the task of going through a compressed spread sheet containing up to 96 different items, representing letters that are normally sent out to Selwood Housing customers.

1.2 It was our job to go through these letters to hopefully come up with changes and improvements that would better the connection between Selwood Housing and its customers to make things more efficient, clearer and more effective.

1.3 The areas we looked at are as follows:

Accessibility

Braille, audio need to be established

Compliance

Good practice

Understanding

Simplicity

1.5 **Recommendations:**

- Highlight key areas within long letters
- Use Bullet points
- Colour code letters yellow/orange as a warning for rent arrears letters, and of course red for final notice, and

dictating exactly what the next steps will be for customer

- Don't bunch up too much info in one paragraph, keep it with gaps in between so customers don't get confused
- Keep it simple and to the point (short and sweet)
- If abbreviations or acronyms are used a clear understanding what they mean
- Keep letters consistent, once customer is engaged at reading letter don't jump from one topic, then to another, then return to original topic
- Keep letter info updated on a regular basis
- Don't put too much tech terms in letters apart from the legal requirements
- Good Practice check info on any letter i.e. contractor name, client details, correct address, and type of tenant (able bodied, elderly, dis-abled etc)
- Carry out regular 6 monthly checks on these type of letters

1.6 See Appendix 1 – customer facing communications question set for research task A

2. **Research task 2:** Talk to and work with Selwood Housing staff to establish how and why they send customers communication.

2.1 We interviewed staff with between four and twenty members in their team. They have worked for Selwood Housing Group for between 7 weeks and 27 years. All staff agreed that communication from the CEO is excellent. It cascades down to all staff on a regular basis.

2.2 Teams are close knit with daily huddles and regular team meetings. Communication is not so good between teams. There is often a lot of communication, but it is not effective, which makes people reactive rather than proactive. Staff also complained about having to chase other teams for work that they needed to be able to complete their work. There is also a shortage of staff in some departments.

2.3 All staff were comfortable with customer engagement. Information about customers is recorded on QL but is out of date and not stored well. Staff treat everyone as an individual and make themselves aware of any communication difficulty the customer has and prepare accordingly. They are aware if the customer uses an advocate or family member to communicate with Selwood Housing.

- 2.4 Many of the staff have had previous training in customer service or a background in nursing, mental health and sign language. They have access, by phone, to language line translation service for those customers whose first language is not English. Most staff agree that they could do better with hidden disabilities.
- 2.5 They receive some training in this area and can send simplified letters, easy read tenancy agreements and letters. They will use large font for customers with poor eyesight and change colours of the background if using screens to explain things. The website sometimes uses jargon and complicated language. More training in recognising hidden disabilities would improve communication in this area.
- 2.6 Frontline staff such as caretaking, who only deal with customers on a face-to-face basis, use charades and hand gestures to get their message across, if the customer's first language is not English. Contact with customers varies from team to team and ranges from 0% to 100%. All staff were enthusiastic to do their very best for their customers. There was a `nothing's too much trouble` attitude from all the staff.
- 2.7 There are a wide variety of ways for customers to contact Selwood Housing Group, these include phone, email, text, messenger and face to face. Some teams are creating new templates to streamline their correspondence, because of the problem with using QL.
- 2.8 There are many templates in place for staff to use on QL, however, some of the templates stored on QL are out of date. Old ones are not deleted when they are updated. Hopefully when the new Horizon dynamics is up and running it will keep things up to date.
- 2.9 Staff feel that some of the language in correspondence does not make sense, is long winded and contains jargon and acronyms. It would help if teams had more staff dedicated to admin. It would also be beneficial if letters could be produced in different languages, braille, audio and videoed sign language.
- 2.10 All staff promote use of the website for queries, where appropriate, and if the customer is tech savvy. The website is updated weekly by the comms and marketing team who deal with all corporate communication and advertising. They are

occasionally asked for advice on letters and design, colour palette for website and home user guide.

2.11 It was suggested that a portal would be a good idea to make applying for shared ownership easier. It was also suggested that service charges were very complicated and would probably be better done by housing managers rather than finance.

2.12 **Recommendations:**

- Simplify all correspondence.
- Avoid the use of jargon or acronyms.
- More training in hidden disabilities, e.g., Autism
- Could send correspondence in other languages.
- Correspondence in Braille.
- Audio and videoed sign language.
- More staff, especially to deal with admin.
- Improve communication between teams.
- Put `to be completed by` dates on all emails or correspondence.
- Update QL.

2.13 See Appendix 2 – staff interview question set for research task B:

3. Research task 3: To consult and review the perceptions of a representative sample of customers.

3.1 We created a survey on Survey Monkey which was sent out to the “warm list” (around 1000 customers who have opted in to receive involvement opportunities) as well as social media. 51 customers responded to the survey.

3.2 The results told us:

- 84% of customers are happy or very happy with the communications received by Selwood Housing.
- 90% of customers think that communications from Selwood Housing are polite and considerate. 4% said sometimes.
- 82% of customers believe that it is clear what is expected of them. 10% said sometimes.
- 76% believe the communications they receive are helpful and what they’d expect. 84% said yes or sometimes to this question.

3.3 Summary of customer survey results:

3.3.1 Customer survey question 5 responses: 'good experience'?

- Selwood is very prompt
- Communications seem to be outstanding
- Customers are kept in the loop
- People are generally happy
- A lot of comments related to responsive repairs.
- A lot of positive comments
- Staff going the extra mile

Positive quotes:

"I live alone and I'm very isolated, I enjoy receiving the communications as they are informative, interesting and uplifting! Sometimes they give information about ongoing support that is suitable for me.

It's really great to hear from my housing team / landlords about all the issues that the messages hold, and I know if I have a problem it will always be taken seriously!

I owe my life to Selwood housing for rehousing me so quickly almost 2 years ago, and if not for their quick actions I would not be here today!! Thank you again Selwood x"

"Dealing with the repairs surveyors and project teams. Very quick response, staff attending site visit were well presented, helpful and informative. I felt I was being kept in the loop and valued as a customer."

3.3.2. Customer survey question 6 responses: 'bad experience'?

- Too many duplicated letters
- Staff being rude and blunt
- Issue with new builds and defects
- Almost half of customers (24/51) had nothing to say event when asked to say something bad

Negative comments:

"A note being left to say my appointment was cancelled with no explanation why and if it was rescheduled"

"A couple of letters that I received recently and a phone call and one voicemail, all from the same person, rude, patronising, played up my mental health"

3.3.3 Customer survey question 7 responses: 'how can we improve'?

- Disjointed communication sometimes
- Shared owners seem to be getting the same emails as rented tenants
- It was recommended to check in with the customer even if there is no update

Comments:

"Even if you don't have an answer for a customer still contact them and let them know you haven't forgot"

3.4 32 customers from the survey were happy to share thoughts further through telephone interviews. 18 of which took place.

3.4.1 Headlines from customer telephone interviews

- Sheltered housing customer- duplicates of the same letter, Housing Officer comes in every Tuesday - why can't they drop off these letters instead of being sent out by post
- Customer - excellent boiler repair
- Customers worrying about complaints not being dealt with
- Customer - damp on wall- treats it herself - being told to pay for it herself, grass cutting was done every 2 weeks religiously and now it has stopped.
- Customer - everything brilliant, tradesmen make her feel secure
- Customer- damp flat, has copd - finances and caretakers good
- Charlottes Square
- People seem scared to raise complaints

3.5 **Recommendations:**

- The Scrutiny Team would like to see evidence of when compliments are sent to Selwood Housing. They want to see evidence that the staff member is receiving the compliment.
- All staff having a reward system for external compliments from customers.
- More customer support staff on the phone, particularly on Monday mornings and Friday afternoons or when it is most busy.
- Targeted emails to shared ownership customers as some emails are not relevant to these customers.
- Check in with customers even if there is no update so they feel listened to.

- When a staff member is on leave or showing their “out of office” response, one or two designated staff members who that customer can contact rather than a general inbox or switchboard because it makes customers feel more valued.
- 3.6 See Appendix 3 for customer survey question set and detailed responses
- 4. Research task 4:** Review complaints and compliments statistics and any existing key performance indicators (KPIs)
- 4.1 We considered the marketing and communications KPI’s and reviewed complaints and compliments trends which we received through the Rant & Rave portal.
- 4.2 In addition, we received a summary of themes around customer communications as gathered by customer support, which reflect interactions they’d had over a 4-day period.
- 4.3 **Recommendations:**
- Consider customer’s mental health when communicating with them. Prioritise these customers.
 - Keep customers in the loop and inform if have no update.
 - More staff on the phones when it is particularly busy
- 4.4 See Appendix 4 for a summary of complaints and compliments associated with customer communications as sourced from Rant & Rave
- 4.5 See Appendix 5 for Marketing and Communication KPIS (Key Performance Indicators)
- 4.6 See Appendix 6 for results of customer support’s action research
- 5.** The following research tasks were undertaken together:
- 5.1 **Research task 5:** Carry out a benchmarking exercise with other housing associations and to identify any good practice in the sector
- 5.2 **Research task 6:** Review any relevant internal policy documents and consider any sector expectations that have been set out in both the NHF Together with Tenants Charter, the Government Social Housing White Paper, and any other key Government laws and policies;

5.3 We looked at a selection of internal and external documents to determine the expectations (what Selwood Housing *should* be doing) around communications to customers. This included the NHF Together with Tenants charter, the Social Housing White Paper, as well as Selwood Housing's own Marketing and Communications Strategy.

5.4 We also did some research into past communications reviews carried out by other housing providers to see if there was any learning to be had around what Selwood Housing *could* be doing. We looked at Progress Housing, Plymouth Housing and Family Housing Wales.

5.5 Observations:

5.5.1 Social housing white paper

Weighted towards safety and conditions post-Grenville: repairs and maintenance letters from Task A were inconsistent, not following plain English guidelines

ASB (Anti-Social Behaviour) and neighbourhood issues: Customer that we spoke to wasn't listened to, wasn't communicated with and wasn't aware of the information relevant to her

Professionalism and ability for staff to work with tenants; training, competency etc: Rudeness of staff was an issue that came up on last tasks when interviewed customers. Not enough training around mental health? Are staff being monitored on whether they are attending training / using the guides available to them?

Supporting leasehold and shared ownership customers: Someone we spoke to found that her agreement was heavily weighted in favour of Selwood Housing did not feel she had all the information to make an informed decision.

5.5.2. Together With Tenants

Question around accessibility: evidence from other tasks suggests that Selwood Housing might not be providing 'clear, accessible' communications. Findings of Task A showed that most of the letters looked at were not clear or accessible, whilst staff interviews revealed the lack of accessibility features and ability to accurately record or manage customer's accessibility needs within QL - which is then reflected in our communications to them.

5.5.3 Marketing and Communications Strategy:

'Deliver efficient internal consultancy services': It is clear that Selwood Housing provide some resources and training to their staff around how they should communicate with staff; plain English guides and training, channel selection guides, tone of voice training etc.

However, evidence from our research; looking at examples of communications that Selwood Housing sends to its customers and interviews we've carried out with staff and customers suggests that these resources are not consistently being followed or utilised effectively

5.5.4 Other housing providers:

When customers call in to customer support about a letter they don't understand, Plymouth Housing notifies the author of that letter so that they can make improvements

Progress Housing implement a more dynamic way of communicating timings of repairs, including GPS tracking so that customers aren't stuck in half a day waiting for work men to arrive

Family Housing have guidelines around how communications (like regular letters) should be proofread and how often they should be updated

All housing providers we looked at are making improvements to the accessibility of their communications; language, alternative formats (braille, pictural, large font, different colours) and take into account customer needs and preferences.

5.6 The challenge;

Quantitative research (surveys) says that 80% of customers seem happy with communication, qualitative data (people we've spoken to, the communications we've observed) shows that when communications go wrong, it's often the worst-case scenario.

There are massive inconsistencies in the quality of communications with customers in relation to the expectations set by external bodies and internal guides and resources.

5.7 **Recommendation:** A question back to the business:

Selwood Housing needs to ask themselves where are these cracks, why are they forming and what is the context that has led to them forming?

What are the monitoring procedures to ensure that all staff are consistently following the expectations that have been clearly set out for them?

6.0 Final recommendations

6.1 The Scrutiny Team recommends:

Primary 'in scope' recommendations:

6.1.1: Improving customer letters

The format of letters sent to customers should be improved with guidance to all staff aimed at establishing consistent standards across the business, and that training and quality assurance around this should sit with a single point of contact / Marketing and Communications.

Recommended guidance for customer letters:

Highlight key areas within long letters

Use Bullet points

Colour code letters yellow/orange as a warning for rent arrears letters, and of course red for final notice, and dictating exactly what the next steps will be for customer

Don't bunch up too much info in one paragraph, keep it with gaps in between so customers don't get confused

Keep it simple and to the point (short and sweet)

If abbreviations or acronyms are used a clear understanding what they mean

Keep letters consistent, once customer is engaged at reading letter don't jump from one topic, then to another, then return to original topic

Keep letter info updated on a regular basis

Don't put too much tech terms in letters apart from the legal

requirements

Good Practice check info on any letter i.e. contractor name, client details, correct address, and type of tenant (able bodied, elderly, dis-abled etc)

Carry out regular 6 monthly checks on these type of letters

6.1.2: Correspondence to customers

Correspondence to customers should be simplified and recognise the diversity of our customers.

Simplify all correspondence.

Avoid the use of jargon or acronyms.

Could send correspondence in other languages.

Correspondence in Braille.

Audio and videoed sign language.

More training in hidden disabilities, e.g., Autism

6.1.3: Maintaining contact with customers

New guidance should be put in place to ensure that staff maintain positive ongoing communications with customers, including:

Check in with customers even if there is no update so they feel listened to - keep customers in the loop and inform if have no update

When a staff member is on leave or showing their "out of office" response, one or two designated staff members who that customer can contact rather than a general inbox or switchboard because it makes customers feel more valued.

6.1.4: Internal review of customer communications:

To use the outcomes of our review to undertake an internal review of customer communications.

Selwood needs to ask themselves where are these cracks (in customer communications), why are they forming and what is the context that has led to them forming?

6.1.5: Quality assurance:

Establish monitoring procedures to ensure that all staff are consistently following the expectations* that have been clearly set out for them to ensure good customer communications.

***If those expectations exist and if they don't, use the outcomes of our review and more customer involvement work to establish them**

What are the monitoring procedures to ensure that all staff are consistently following the expectations that have been clearly set out for them?

Secondary 'out of scope' recommendations for the wider business to consider:

6.1.6: Customer compliments

Establish a new approach to compliments for staff where customer compliments are published, and a reward system is put in place.

The Scrutiny Team would like to see evidence of when compliments are sent to Selwood Housing. They want to see evidence that the staff member is receiving the compliment.

All staff having a reward system for external compliments from customers.

6.1.7: Improve internal communication

Improve communications within the business and between staff by:

More staff, especially to deal with admin.

Improve communication between teams.

Put 'to be completed by' dates on all emails or correspondence.

Update QL.

More customer support staff on the phone, particularly on Monday mornings and Friday afternoons or when it is most busy - more staff on the phones when it is particularly busy

Targeted emails to shared ownership customers as some emails are not relevant to these customers.

Consider customer's mental health when communicating with them and prioritise these customers.

The Scrutiny Team would like to acknowledge and thank all staff and customers who gave their time and information willingly and cooperatively to this review.

The Scrutiny Team members invested 400 hours on this review.

Appendices

Appendix 1 – *customer facing communications question set for research task A:*

- Do they make sense from a customer's perspective?
- Is it helpful communication, what you'd expect and polite and considerate?
- Is it clear what's expected of tenants?

Appendix 2: *staff interview question set for research task B*

1. What is the size of your team and what is your role within the team?
2. Are you comfortable with customer engagement?
3. How would you deal with a customer who had a learning difficulty, didn't speak English, was deaf or blind, etc?
4. Does your team have a service level agreement and how much contact do you have with customers, and in what form?
5. What is your preferred form of contact?
6. Are there templates in place for you to use?
7. Do you promote the website for queries?
8. How much of your time is spent corresponding with customers?
9. What are the normal topics?
10. Have the communication and marketing team helped with your correspondence?
11. Do you have any suggestions for improvement?

Appendix 3: *Customer survey question set and detailed responses*

Customer survey question set:

1. How happy are you with the communications you receive as a Selwood Housing customer?
Very happy, happy, unhappy, very unhappy
2. Do you think that the communications you receive from Selwood Housing are polite and considerate?
Yes – No – Sometimes
3. When you receive communications from Selwood Housing is it clear what's expected from you as a customer?
Yes – No – Sometimes
4. Are the communications you receive from Selwood Housing helpful and what you'd expect?
Yes – No – Sometimes
5. Can you share a good experience you've had with communications you've received as a Selwood Housing customer, and tell us what made it positive?
Comment box

5. Can you share a bad experience you've had with communications you've received as a Selwood Housing customer, and tell us what made it negative?

Comment box

6. What do you think can be improved about how Selwood Housing communicates with its customers?

Comment box

7. Would you be happy to be contacted to take part in a telephone interview to tell us more?

Yes, no

8. If you answered yes to question 7, please tell us your phone number

Phone number

9. Would you like to be entered into a prize draw to win 1 of 5 £20 shopping vouchers?

Yes, no

10. If you answered yes to question 9, please provide your contact details below.

Name

Email

Appendix 3 continued: customer survey's detailed responses (presented in a separate document as pdf files) covering:

- Survey Q1-4
- Good experience
- Bad experience
- Improvements

Appendix 4: *summary of complaints and compliments associated with customer communications as sourced from Rant & Rave*

Complaints

Incorrect letters

Miscommunication x 6

Not told about cancelled fitted

Call backs not followed up

Rudeness on phone x 4
Miscommunication about when tenants get a new bathroom or kitchen
Threats of being reported to NM
Being told to repair something by self over phone
Bad mental health and feeling that not treated properly x 2
Poor communication- not getting back to customer x 2
Taking too long to answer phone
Name being spelt wrong
Not being listened to
Specifying method of communication and being ignored
Lack in communication between operatives x 3
Misinformation x 2
Lack of communication x
Complaint not being dealt with – raised multiple times

Compliments

- Clear voice when talking to customers with disabilities x 3
- Helpful when dealing with customers with bad mental health x 2
- Helpful staff x 23
- Polite and friendly x 19
- Quick and efficient x16
- Signposting services x 2
- Going the extra mile x 11
- Respectful x

Appendix 5: Marketing and comms KPIS (Key Performance indicators)

1. Telling our story effectively
 - As part of building our employer profile, continue growth of social media channels and careers webpages – measure stats around this content (web, page stats, engagement rates etc.)
 - Stakeholder relations – media coverage and tone / stakeholder newsletter stats / customer update stats
 - Internal comms – staff brief attendance, field and office based, and engagement (incl no. of questions asked at staff brief and topics) and video views / stats for weekly update. Managers meeting stats
 - Key website metrics for strategic areas of the site - most visited pages, click-through rates, tracking key customer journeys etc.

2. Capture and create engaging content
 - External awards, number of these nominated for and resulting coverage achieved
 - Number of stories and content pieces that come into comms inbox each month
 - Development of comms champion role – eg to develop the concept first, identify staff to pilot it with, pilot it, review and then recruit more champions across the organisation.

3. Efficient internal consultancy services
 - Number of toolkit items developed / number of views/downloads etc from Our Place
 - Number of comms inbox requests processed each month

4. Continuous improvement
 - Postal subscriber numbers for customer update – seeing reduction in these
 - Analytics for customer updates and strategy for developing update further
 - number of news articles published each quarter on the website
 - Website usage data analytics – dashboard for the quarter, where do we need to concentrate effort
 - Number of views, clicks through from social to website
 - Social media analytics that we're currently measuring, how is audience growing, signs/levels of engagement, understanding what content is 'most successful' and investing in these areas
 - Our Place usage stats

Appendix 6: *results of customer support's action research:*

A few common things customers sometimes mention to us when they contact us:

- When they call in, if we are very busy on the phones, they will sometimes mention it took a while to get through. Sometimes we know people don't like to hang on so hang up and either call back or email into us instead – we know this as they tell us!

- We will also get calls where they are calling up chasing a call back from someone else in another team. If a call back is sent through to anyone in any team, the organisation standard is it should be dealt

with in 2 working days – this doesn't always happen, so they call back in chasing.

- We sometimes get customers chasing call backs but we can see from QL someone has attempted to call them already, but they haven't seen a missed call? (We should then be checking contact numbers with them.)
- We also get calls from customers where they and a member of staff keep missing each other – a member of staff will call them and get no answer (may leave a voicemail) and then the customer will call them back and not get an answer and also sometimes no voicemail set up for that member of staff, so the customer will call in to customer support again trying to get hold of them. This going back and forth can sometimes go on longer than anyone would like!
- It's worth stating that the examples above are in the minority most of the time as we know from other feedback, such as in R&R and compliments received, that customers are happy and feel they were kept informed etc.