

Loreburn Group

Customer Excellence Strategy 2019 - 2024



Creating Great Places to Live

Strategy	Customer Excellence Strategy 2019-2024							
Version Reference	V1							
Approved by	MC							
Date of Approval	October 2019							
Review Period	5 Years / Annual Review of Action Plan							
Review Due	October 2024							
Strategy Champion	Director of Housing Services							
Who this policy affects	Staff	Y	Customers	Y	Contractors	Y	Members of the Public	Y
Where this policy affects	General needs	Y	Sheltered	Y	Supported	Y	Offices/staff base	Y

1. Purpose of this Strategy

1.1 The Customer Excellence Strategy will enable Loreburn to deliver excellent customer service focused on two key strands

- A meaningful and productive approach to **Customer Engagement**
- Service delivery that ensures high levels of **Customer Satisfaction.**

1.2 Loreburn is committed to delivering GREAT Service and in order to achieve that we recognise that it is essential to consider the views and involve our customers in service development and review.

1.3 The Strategy has been developed following extensive and detailed feedback from our customers as part of the Customer Satisfaction Survey 2019 and allows us to offer a tailored and bespoke response to our customers across the region and the range of services offered.

2. Aims of this Strategy/Link to Corporate Plan Objectives and Ambitions.

2.1 Our Corporate Plan is made up of four strategic ambitions Great Homes, Great Services, Great People and Great Communities. Each ambition is supported by a series of strategic outcomes, operational plans and performance indicators which will help us to successfully deliver the homes, employment, services and opportunities that Create Great Places to Live.

2.2 The Customer Excellence Strategy demonstrates the corporate commitment Loreburn H A has to actively involving customers in decision making to help us achieve our ambitions, of how we deliver our services, and the assessment of results and performance.

2.3 Feedback from customers has highlighted the priority areas for Loreburn to address, and those that have the biggest impact on satisfaction levels. Customers have identified a number of key areas which will be addressed within the Strategy,

- Investment in customer's homes, particularly the provision of modern and efficient heating systems, replacement windows and new bathrooms
- The cyclical maintenance programme of external paintwork and roughcasting
- The quality of the responsive repairs service, getting it right first time and appointment times.
- The quality of our grounds maintenance programme
- The management of estates, for example anti-social behaviour and enforcing tenancy conditions.
- The management of complaints and customer enquiries
- Communication methods and information that is accessible.
- Opportunities to participate and influence decision making

2.4 In order to address these priorities, the Strategy defines 8 key ambitions to our customers which will demonstrate Loreburn's commitment to delivering an excellent service to customers.

Ambition 1: We will deliver our services based on a model of Customer Excellence

Ambition Outcomes

- Increase customer satisfaction throughout the region, based on customer need and locality
- Delivery of services that are tailored to the varied particular needs and aspirations of our customer base
- Invite a network of Customer Champions to work with Loreburn and improve the quality of our services.
- Achieve an increase in customer satisfaction
- Provide a variety of easily accessible information in a format that is preferred by customers
- Increase the opportunities for customers to offer feedback, participate and to influence our decision-making process
- Deliver a tailor-made Customer Excellence model of training for all Loreburn staff
- In partnership with our customers, introduce a Customer Commitment of Excellence which clearly define the service customers can expect
- Increase the visibility of our officers within the community.
- Respond quickly and appropriately to customer dissatisfaction
- Learn from customer experience and change our practice appropriately

Ambition 2: We will ensure that the investment in customers' homes and communities exceeds customer expectations and aspirations

Ambition Outcomes

- Deliver an informed and prioritised programme of investment
- Increase levels of customer satisfaction
- Deliver services tailored to local communities and meeting the needs and aspirations of our customers
- Consult with customers prior to the award of any contract to ensure customer views and aspirations inform our decision making
- Ensure all contractors are held accountable for services they provide and that they achieve excellent performance and customer experience
- Demonstrate our robust approach to achieving value for money for our customers.
- Increase choice for customers as part of the investment programme
- Identify the most efficient forms of heating to reduce fuel poverty
- Ensure that customers are kept informed of planned investment in their homes

Ambition 3: We will ensure that we respond quickly and effectively to customer enquiries and feedback and learn from our customers' experience

Ambition Outcomes

- Increased customer satisfaction with how we manage enquiries and feedback
- Targeted service response to issues raised and service failures
- Enhanced learning outcomes from customer experience that improve service delivery
- Increased visibility of service weaknesses
- Effective monitoring of customer experience
- Increased opportunities to participate and influence decisions
- More robust approach to policy or procedural review that is focused on customer outcomes
- Revised approach to allocating properties that is focused on community and customer need and that is transparent and accessible to all

Ambition 4: We will deliver an agile housing service that is highly visible within the community and responds to local need of customers

Ambition Outcomes

- Increased customer satisfaction
- Increased satisfaction in management of anti-social behaviour incidents
- Reduction in reports of anti-social incidents
- Reduction in level of customers experiencing fuel poverty
- Enhanced community cohesion and accountability
- Delivery of services tailored toward local need
- Transparency of performance measures
- Ability to target areas of dissatisfaction
- Targeted service response to issues raised
- Enhanced learning outcomes from customer experience

Ambition 5: We will deliver a repairs service that offers a high quality, responsive and flexible approach for customers and ensures value for money

Ambition Outcomes

- Increased levels of customer satisfaction
- Transparency of performance measures including appointments kept and getting it right first time
- Ability to target areas of dissatisfaction
- Enhanced quality control and value for money
- Enhanced learning outcomes from customer experience

Ambition 6: We will offer housing and services for older customers that ensures their health and well being and allows them to live independently in their own homes.

Ambition Outcomes

- Increased customer satisfaction
- Increased perception of value for money
- Targeted service response that meets the existing and emerging needs of our customers
- Enhanced learning outcomes from customer experience

Ambition 7: We will design developments and communities that meets the needs and aspirations of our customers

Ambition Outcomes

- Increase in opportunities for customers to influence decision making and design options
- Increased customer satisfaction
- Revised design elements considered as part of each development
- Enhanced learning outcomes from customer experience

Ambition 8: We will enhance our services offered to sharing owners to meet their need and aspirations

Ambition Outcomes

- Increased customer satisfaction
- Increased perception of value for money
- Increased ability to influence decision making
- Increased offer of service and support to sharing owners
- Revised design elements considered as part of each development
- Enhanced learning outcomes from customer experience

3. Customer Engagement

- 3.1 The approach to Customer Engagement is based around the principles of the National Standards for Community Engagement, as noted in **Table 1**. It is a meaningful and focused process which develops and supports a working relationship between Loreburn and its customers to help identify and act on customer needs and ambitions.
- 3.2 This strategy will ensure our approach is inclusive and demonstrates a commitment to achieving the best outcomes for customers whilst maximising Loreburn’s learning and continuous improvement.

Table 1 – The Principles of Community Engagement



4. Strategy Monitoring and Review

- 4.1 The term of this strategy ranges from 2019 – 2024 and will be subject to a framework of monitoring and review to ensure progress and flexibility to respond to new and emerging needs.
- 4.2 Monitoring of progress toward the strategic objectives will be as part of LET quarterly strategic and annual plan monitoring reports and thereafter to Management Committee.
- 4.3 Once established, the Customer Champions who are part of the Customer Culture Club will also monitor progress made and outcomes achieved as a result of this strategy.
- 4.4 The Action Plan that supports the strategy will be subject to annual renewal and development to ensure that new priorities are addressed, and the strategic objectives continue.

5. Equality, Diversity & Inclusion

- 5.1 Loreburn aims to ensure that equality, fairness, dignity, and respect are central to the way we work and how we treat our customers. We support diversity and uphold equal opportunities in all areas of our work as an employer and service provider.
- 5.2 Loreburn will not discriminate against customers, staff, visitors, suppliers or others based on their age, sex, sexual orientation, race, disability, religion or belief, marital status, pregnancy and maternity or gender reassignment (collectively referred to as 'protected characteristics' in the Equality Act 2010).