



Customer Plan

2018-22

Author: Gareth Mitchell, Chief Executive

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1. Introduction & purpose

Satisfaction with our services has risen significantly over the last few years, with overall satisfaction for tenants increasing from 78% in 2010 to 85% in 2016. However, we still score as below average for customer satisfaction versus our HouseMark benchmarking group in the East of England and against other Arms-Length Management Organisations.

In the current environment, maintaining and improving satisfaction rates will be increasingly challenging but it remains a critical measure of business success. Achievement of the ambitions set out in this Customer Plan will require focus, dedication and investment on our part.

This Customer Plan therefore sets out our approach to attaining the **improved customer satisfaction** which we have identified as a key factor in achieving our mission of delivering **great value services that make a difference**.

2. Strategic aims

CBH's overall ambition as set out in our Strategic Plan 2017-22 is to be the **trusted choice for local housing, property and community services**.

We plan to do this by **delivering services that are valued by our customers** and **serving our communities**. Investing in our customer service will not only help us improve our headline measure of **customer satisfaction** but will also enable us to deliver **value for money** and **positive outcomes in the community**.

Our Strategic Plan acknowledges that we will need **excellent customer service** in order to achieve our ambitions. The aims of this plan are therefore:

- **To deliver services that reflect the needs and diversity of our customers**
- **To make it easy for customers to do business with us**
- **To improve customer satisfaction.**

3. Our ambition by 2022

Our latest Survey of Tenants and Residents in 2016 showed overall satisfaction with our services at 85% (13th place out of 19 similar organisations who have carried out the same satisfaction survey in the last 2 years). In an environment of reducing funds available for investment it makes sense to measure our performance against organisations facing similar challenges.

Our ambition is **to achieve top 25% satisfaction** when compared with other local authority-owned housing management companies and local authorities by 2022.

To deliver this we will need to show that:

- **We have helpful, customer-focused, committed staff who feel empowered to make decisions**
- **We are clear and consistent in the way we communicate with customers and deliver services**
- **We can anticipate customers' needs before they contact us**
- **Our services are accessible to customers in the ways they choose, both online and offline.**

4. How we will achieve our aim

We plan to achieve our aim by:

- **Empowering staff & supporting a customer-focused culture**
- **Communicating more clearly with our customers about our services and being consistent in the way we deliver them**
- **Creating insight into our customers and using it to improve service delivery**
- **Improving access to services.**

This will be supported by the projects and workstreams in the Customer Action Plan which accompanies this document.

5. How we will measure progress

We will monitor the following indicators to ensure we are on track over the course of the plan:

- **% overall customer satisfaction**
- **% satisfaction that we listen to & act on customers' views**
- **% customers accessing services digitally**
- **Completed resident engagement impact assessments.**

6. Consultation

The following were consulted during the drafting of this plan, and input incorporated:

- Directors Management Team
- Senior Management Team

The following were consulted as part of the strategic plan consultation which informed this plan:

- CBH Board

- Staff forum
- All CBH staff (via roadshows & survey)
- Colchester Borough Council – Housing Portfolio Holder & senior officers
- CBH customers (via focus group & survey)
- Mondrem UK (external consultant).

7. References

2016 Colchester Borough Homes STAR Survey results

HouseMark benchmarking data for Colchester Borough Homes

Regulator of Social Housing - Tenant Involvement and Empowerment Standard

8. Related documents

The CBH Strategic Plan 2017-22 gives overall direction to this plan. The CBH Board provides overall strategic direction to the company and is responsible for monitoring progress against the strategic objectives.

The CBH Medium Term Delivery Plan 2018-22 sets out how we will deliver services on behalf of Colchester Borough Council to fulfil our management agreement obligations. These include our obligations to ensure good customer service.

CBH People Plan sets out how we will support to ensure they can make a difference to our customers.







The CBH Leadership Plan sets out how the Board and management of the company will be supported to set and follow the strategic direction of the company, including ensuring we are accountable to our customers through our governance arrangements.





The CBH Community Plan sets out how we will deliver our services to make a difference in the community in line with our social purpose.



The CBH Business development plan shapes how we will generate income to protect the services we provide to customers.

The CBH Value for Money, Technology & Investment Plan guides how we will work more efficiently and invest savings and new income for the benefit of our customers.



This plan is also supported by the Colchester Borough Homes Resident Insight and Engagement Strategy, which details how we will use customer insight and engagement to improve our services.

Focus	Actions/projects/workstreams	Lead	Due by	Success measure	Progress	Notes
Empowering staff & supporting a customer-focused culture (Angelique Ryan)	Assess and identify staff capacity to project manage the customer plan	DMT/SMT	End January 2018	Staff capacity identified and agreed. Focus area leads are Kirk Braker, Karen Williams, Angelique Ryan and Gareth Mitchell. Wider project team to be established January 2018.	Complete 	
	Deliver a cross-company programme of customer culture training with MGI – “My Customer Focus”	Angelique Ryan	End October 2017	All staff attended the training. High levels of understanding of the tools.	Complete 	
	Deliver embedding training to all Managers	Angelique Ryan	End March 2018	Embedding training delivered to all line managers.	Complete 	
	Embed “My Customer Focus” culture across CBH.	Karen/ Kirk	October 2019	Champions recruited and in place. Embedding actions delivered.	Complete 	
	Incorporate "My Customer Focus" content into company induction process	HR	July 2018	New staff are introduced to "My Customer Focus" principles when they join the organisation.	Complete 	
	Build evaluation of personal contribution and commitment to “My Customer Focus” into the PADS process.	HR	March 2018	Every member of staff are able to demonstrate their commitment to ‘My Customer Focus’.	Complete 	

Focus	Actions/projects/workstreams	Lead	Due by	Success measure	Progress	Notes
	Ensure recruitment process assesses and reflects customer excellence skills	HR	July 2018	We bring people with the right customer skills into the company.	Complete 	
Communicating more clearly with our customers about our services and being consistent in the way we deliver them (Kirk Braker)	Review Customer Plan to incorporate "My Customer Focus" training and establish clear corporate service standards and Customer Charter	Kirk Braker/Service Improvement Officer	April 2018	Increase staff ability to improve the outcome of the Star Survey. A reduction in repeat calls/increase in enquires resolved at first contact.	Complete 	Customer Charter being developed within resident engagement
	Identify top ten service policy challenges and use "My Customer Focus" tools to agree consistent approach to managing customer expectations	Kirk Braker and SMT	December 2018	Consistent advice given for similar contact, using the "My Customer Focus" tools.	Complete 	Have changed this task to focus on the key areas of low customer satisfaction
	Review procurement and contract management arrangements to ensure company ownership of the customer through the supply chain	Kirk Braker & Procurement Manager	August 2018	Provide customer liaison directly on all our major projects and not through contractors. Customer satisfaction targets set and monitored on all works procured. Procurement evaluation process will include	In progress 	Good Progress with contractors developing improved customer service

Focus	Actions/projects/workstreams	Lead	Due by	Success measure	Progress	Notes
				standard selection questions formed from consultation with our customers.		
Creating insight into our customers and using it to improve service delivery (Karen Williams)	Develop customer insight data and processes to develop corporate customer analysis and segmentation	Karen Williams	Dec 2019	Improved customer satisfaction and engagement and targeted resources improve efficiencies in service delivery.	In progress 	Customer insight dashboard now developed, and management training being designed to help develop this across the company
	Identify target customer processes for service improvement through Working Smarter transition	Karen Williams and SMT	March 2022	Improved efficiency and service delivery. All staff working consistently to deliver "My Customer Focus" ethos across the organisation	In progress 	Key areas have been identified and scrutinised by the resident's panel with recommendations for improvements



Focus	Actions/projects/workstreams	Lead	Due by	Success measure	Progress	Notes
	Develop learning plan for complaints and other feedback routes	Karen Williams and Neil Appleton	March 2018	Informed services and processes driven by continuous customer engagement and feedback.	Complete 	Learning and outcomes now reported to CMT
Improving access to services (Gareth Mitchell)	Develop Channel Shift plan tailored to customer needs and supported by enabling ICT investment and implementation	Gareth Mitchell/CBC Contact Centre Coordinator	September 2018 Extended to September 2020	Agreed approach and plan for shifting customers to preferred channels of contact, including mediated access for customers who need support.	In progress 	New Housing management system procurement New website launched

Document control sheet

Title:	Customer plan 2018-22
Electronic File Name & location:	https://colchbh.sharepoint.com/sites/fnc/corpdoc/PolDevLib/CBH Customer Plan 2018-22.docx
Consultation with stakeholders:	<p>The following were consulted during the drafting of this plan, and input incorporated:</p> <ul style="list-style-type: none"> • Directors Management Team • Senior Management Team <p>The following were consulted as part of the strategic plan consultation which informed this plan:</p> <ul style="list-style-type: none"> • CBH Board • Staff forum • All CBH staff (via roadshows & survey) • Colchester Borough Council – Housing Portfolio Holder & senior officers • CBH customers (via focus group & survey) • Mondrem UK (external consultant).
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Document amendment history

Version	Type	Date	Notes
1.0	New	May 2017	Version approved by Board February 2017
2.0	Annual Board Review	October 2019	For approval by Board