

# Business Benchmarking Improvement Plan 2022-23

Improvement area	Insight area	Actions	Lead	Role	due date	Existing activity?	If yes, what?	Duration	Progress updates	Reviewed by	Status
Experience	using the website	Design and deliver new website Communication strategy regarding role of website for customers, digital access/exclusion.	Cathy Hadfield	Customer Voice & Experience Manager	Oct-22	Yes	Project	Medium term	Web pages designs are complete (following two customer consultation exercises), and are now being built. A full review of content is underway. The web design company has experience delay in delivering the new designs, and the review of content is approximately 30% complete	Project group	Overdue/delayed
Experience	being kept informed	Ownership, communication and follow-up - maintaining contact with customers until issue resolved	Christian Blackbeard Mark Hill	Head of Housing Services / Head of Repairs & Maintenance	Dec-22	Yes	Performance Measure	Medium term	Our computer systems have reminder capabilities, which support our customer pledges regarding response times. These will be reviewed as part of developing new repairs processes to ensure customer updates are timely and clear. Customer scrutiny to test / inform changes is planned. However, this may take place affect the target due date.	Senior Leadership Team	Started
Complaints	all question areas	Review end to end process for service failures and complaints and roll out training	Sara Pascoe / Cathy Hadfield	Assistant Company Secretary / Customer Voice & Experience Manager	Jan-23	Yes	Customer experience project	Medium term	The new CRM complaints process is in the final stages of testing, with roll out planned during October and November. A training plan is in development	Project group	on track
Complaints	handling	Review complaints policy and procedure	Sara Pascoe	Assistant Company Secretary	Oct-22	Yes	Policy review	Medium term	Revised Complaints Policy and Procedures were approved at Board on 22/9/22 and in place by 01.10.22 in line with the requirements of the revised HOS Complaints Handling Code.	Senior Leadership Team	Complete
Complaints	all question areas	Review customer claims policy and procedure (proposed Goodwill Payments) - right first time and empowering front line	Cathy Hadfield	Customer Voice & Experience Manager	Nov-22	Yes	Policy review	Medium term	Revised Goodwill Payments Policy presented at CEC for approval 31/10/22. Training / roll out plan in developed to complete during November.	Exec Team	on track



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Customer ethos	designs experience around customers	Repairs review is a full end to end process review to improve communication, simplify systems and work together	Louise Beard	Deputy CEO	Mar-23	Yes	Customer experience project	Long term	Structure proposals and consultation complete with implementation expected from January 2023 Mobilisation plans in place for people, processes and systems Regular project meetings in place to drive and co-ordinate the delivery.	Project group	on track
Customer ethos	keeps promises	Giving assurance that we're listening - what have we improved? How do we share this throughout the year?	Communications and Cathy Hadfield	Communications Advisor / Customer Voice & Experience Manager	From January 2023	Yes	Listening and learning	Medium term	Regular reports are provided to Customer Voice and to other customers via CoastLines. A review of the frequency of CoastLines is underway (via customer consultation) with a view to shorter, punchier updates throughout the year The new website offers an opportunity to provide ongoing updates to customers to demonstrate we're listening and acting on feedback.  The annual impact assessment is a further opportunity to share customer influence regarding service improvement. This is due to be reviewed for 2023 to produce a more concise document as part of a wider review of key customer communications	Customer Experience Committee	Started
Customer ethos	cares about customers	Focused training for key colleagues - empathy and active listening skills. Resilience and self-awareness. Link to values, performance reviews, and Insights training (communication preferences) Consideration of customer vulnerabilities	Hannah Tripp	Head of People & Culture	From April 2023	No	Listening and learning	Medium term	Our ongoing Equality, Diversity and Inclusion work is exploring customer vulnerabilities, and how our policies, services and operational procedures take account of customers' individual needs, in terms of promoting a 'see the person' approach  Consideration is being given to additional training for customer-facing teams to enhance empathy and active listening skills. This will form part of the P&C strategic action plan	Senior Leadership Team	Not yet due
Ethics	open and transparent	Feedback loop - learning from complaints Focus on lessons learned, improvement actions Meetings with key business areas to review trends, including what's not being solved, once new process and reporting is in place	Sara Pascoe / Cathy Hadfield	Assistant Company Secretary / Customer Voice & Experience Manager	from December 22	No	Listening and learning	Medium term	This will be progressed as part of the new CRM complaints process which will be in place across Coastline by end November 2022 Preparation for a new approach will support and re-inforce learning from complaints, with communication and updates for customers to demonstrate we are listening and responding. The process will enable service improvements to be clearly identified, tracked and reported for service failures and complaints.	Heads of Service	Started
Ethics	open and transparent	Share customer satisfaction dashboards with key Heads of Service	Michaela Chamberlain / Cathy Hadfield	Operational Risk & Performance Manager / Customer Voice & Experience Manager	Jan-23	No	Listening and learning	Medium term	Transactional satisfaction survey feedback is regularly reviewed as part of our current project to standardise our customer feedback approach.	Heads of Service	Started

	<b>Status</b>	
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Improvement area	Complete	on track	overdue/delayed	Started	not yet due	Total
Experience	0	1	1	0	0	2
Complaints	1	2	0	0	0	3
Customer Ethos	0	2	0	0	1	3
Ethics	0	0	0	2	0	2
<b>TOTAL</b>	1	5	1	2	1	10

