

## Have Your Say (Business Benchmarking) Action Plan



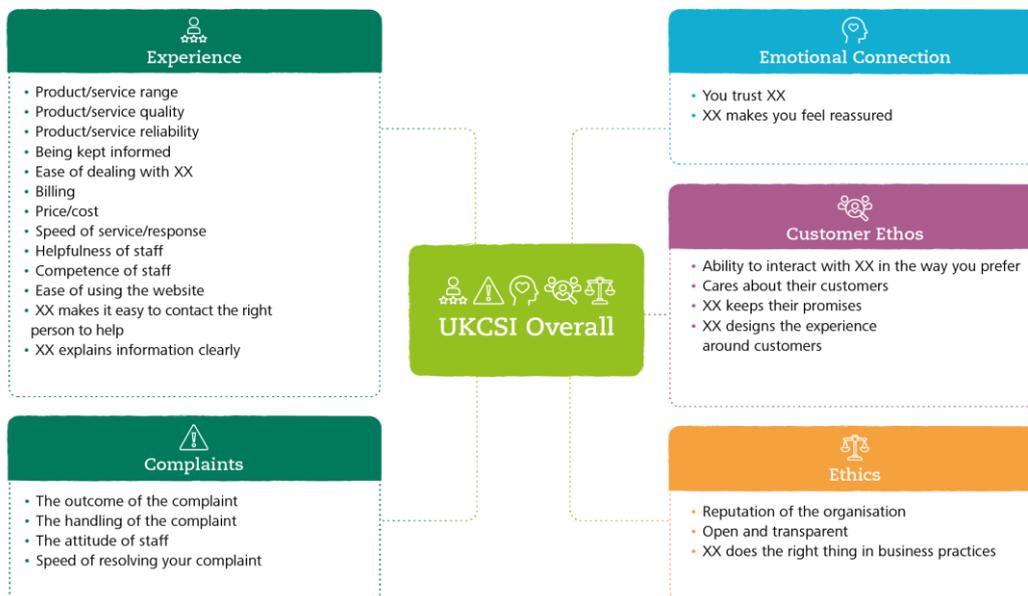
The purpose of customer satisfaction measurement is to help us do better what matters most to our customers. The results help us identify those things we are doing well and those areas where there is room for improvement.

The purpose of this Action Plan is for us to identify, from our Business Benchmarking results, areas for improvement and devise the actions necessary to improve our satisfaction scores – because improving our scores will lead to improved service delivery..

There are two main reasons for a low score in any of the individual questions:

- 1) poor performance in that particular aspect of service; and/or
- 2) poor customer perception of performance, despite your view that actual performance is good

We need to devise actions, appropriate to Coastline, to improve performance, and/or we need to devise actions that impact on customer perception e.g. telling them what you have done to improve this aspect of service



Theme	status						Complete	Total
	Green	Amber	Red	on hold	not started			
Experience	1	1	0	2	0	0	4	
Complaints handling	4	2	0	0	2	6	14	
Customer Ethos	2	2	0	0	0	0	4	
Emotional Connection	2	1	0	0	0	0	3	
Ethics	1	0	0	0	0	0	1	
	10	6	0	2	2	6	26	

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Improvement area - Experience

Service range, quality & reliability, helpfulness & competence of staff, ease of dealing with Coastline, using the website

Issues	Actions	By whom	By when	Progress updates & status
Ease of access / digital offer	<b>Self-serve options</b> We will deliver new digital formats (Live Chat) via our telephony software, Anywhere 365	Head of ICT and Customer Voice & Experience Manager	31/03/2022	The Live Chat facility is not yet developed, as the review of our current website needs to be completed in order to host this functionality. Initial scoping of the Live Chat features has been completed. The website review is underway, and is due to be completed by 31/3/22, after which the Live Chat project will resume. It is expected that this will be available for customers by June 2022.
	<b>Digital service offer</b> OKEach Day services available as a digital option and used as a communication tool (installed for all older-persons designation accommodation).	Head of Housing Services	31/03/2022	Tablet trial (Miners Row) successful, and customers have reported they are satisfied with this service offer. Consideration is now being given to whether to extend the pilot with Alertacall or a similar system, and as the OKED contract is due to expire in 2022, an options appraisal is underway to inform this service offer. A plan will be developed for ensuring that OKED customers receive relevant communications, regardless of whether they have the analogue or digital service.
	<b>Digital service offer</b> Smartline customer and colleague dashboard	Head of Innovation, Maintenance and Group Procurement	30/09/2021 expected completion 31/10/21	The Smartline dashboard is now available to the colleague team, and following customer consultation, an area of the dashboard has been redesigned for customer use. Customers can view temperature, humidity and air quality information in their homes, which provides interactive, advisory messages to optimise the environment. This is due to go live with a small pilot group at the end of October. Customers will be surveyed to assess how they have found the process, experience and how useful the information is to them.
Service range - using the website	<b>My Community on My Coastline</b> Create a digital space for customers to access a range of information about their neighbourhood, as well as health, wellbeing and signposting information and advice	Customer Voice & Experience Manager	31/03/2022	This is at a 'proof of concept' stage, with community, information, advice and guidance, and involvement options as proposed content. This are is due to be developed once the main website project is complete. It is anticipated that work on this will resume as the new web site project is live.  In the meantime, other areas of our website and My Coastline holds limited information for customers.

Status	carried forward from Sept update	Oct-21
Green	16	10
Amber	4	6
Red	0	0
Not Started	4	2
Hold	2	2
Complete	0	6
<b>TOTAL</b>	<b>26</b>	<b>26</b>

## Have Your Say (Business Benchmarking) Action Plan

### Improvement area - Complaints

Handling of complaints, outcome of complaints, speed of resolving complaints, attitude of staff

Issues	Actions	By whom	By when	Progress updates & status
handling of complaints	Creation of 'complaint mentor' to support customers for informal and official complaints and provide feedback to Assistant Co Sec (ACS) on process improvements	Assistant Company Secretary	30/09/2021	Training has been delivered to five Customer Voice volunteers to undertake the role. Also completed online GDPR, Complaints Policy & Procedure training and some have opted to complete Mental Health First Aider training. Transcript guidance has been provided to mentors to support the conversations. First official complaint with mentor support with positive feedback so far. The mentor service is promoted via website, complaints form and by ACS.
	Customer Experience Forum member to form part of Stage 2 panel	Assistant Company Secretary	31/07/2021	This is now part of the new policy and procedure. There is yet to be a Stage 2 panel held under this new process.
	Use of standard investigation template for formal complaints	Assistant Company Secretary	31/07/2021	There is a standard investigation template available on SharePoint, with a good practice example for reference. The follows the Housing Ombudsman template format.
	Review of quality of response letters at each stage of the process	Assistant Company Secretary	30/09/2021	Investigating managers' response letters sent to the ACS prior to being issued, for quality and consistency. This is as per the current procedure, and is proving to be effective.
	Named point of contact for formal complaints from start to finish	Assistant Company Secretary	31/10/2021	ACS is the named point of contact as per the policy, complaints form and information for customers on the website. Once a complaint is allocated, a named investigating manager is provided to the complainant. Whilst it is not specified, the investigating manager provides a direct point of contact (eg phone number, email address).
outcome of complaints	Improve monitoring of complaints process to capture improvement actions with clear ownership of actions, and learning outcomes	Customer Voice & Experience Manager	31/12/2021	This piece of work has been approved as a priority within the IT Strategy, and a business analyst has been assigned to begin work on this. Initial scoping is needed to give a more accurate estimate of the time scale to complete this.
	Customer satisfaction survey tailored to individual case (eg phone calls, as well as emails/SMS)	Assistant Company Secretary	31/10/2021	There is a standard customer satisfaction survey in place. However, the ACS is able to tailor when the survey is issued, and how (eg phone/email/SMS) according to the individual case. For example, where works are scheduled to be completed as part of the complaint resolution, a survey may be delayed to ensure the issues are fully resolved.
	Clear explanation given to customer, particularly if not upheld/partially upheld, with regular quality checks on standard of response	Customer Voice & Experience Manager	31/12/2021	This work has not yet started. Details of how this work will be completed to complement existing quality checks carried out by the ACS is to be discussed at a meeting planned 8/11/21
speed of resolving complaints	Review of satisfaction survey questions to include question on speed of resolution	Operational Risk & Performance Manager	30/11/2021 Revised completion date 30/9/21	A review of the existing transactional surveys for complaints and ASB is planned / underway to include a question regarding satisfaction with the speed of issue resolution. These surveys are now live, and the inclusion of an additional question is simple to do. Service managers will be consulted on additional questions required, and will receive automatic cases if the customer gives a satisfaction score of less than 7. We anticipate that this will be complete by the end of November.

	Introduce reporting for informal complaints to assess speed of response and 'right first time' (eg resolved to the customers' satisfaction prior to reaching official complaint)	Operational Risk & Performance Manager	31/03/2022	In addition to our Customer Pledge measures relating to speed of response to calls and digital contact. This is measured and reported monthly as part of the KPI suite. We are also reviewing our informal complaint process to better track and measure these. As part of this work, we will introduce customer feedback to measure satisfaction with speed of response, right first time, attitude of staff and replicate the existing transactional survey processes.
attitude of staff	Training will be delivered on the new policy/procedure, which incorporates behaviours, active listening, empathy and 'see the customer' and 'doing the right thing'	Assistant Customer Voice & Experience	31/10/2021	Training is planned and prioritised for front line colleagues, and investigating managers. <b>Exact dates to be confirmed.</b> New policy and procedure has been circulated to all colleagues and managers, and is available on SharePoint.
	Induction training will be delivered (as above)	Assistant Company Secretary	01/03/2022	Training on the new policy will be included in the induction process in future. This will include Customer Voice and CEF members.
	Develop Coastline culture and confidence to 'do the right thing'	Customer Voice & Experience Manager	31/03/2022	This ethos is embedded within the Trust Charter, which has been promoted widely across the group, from CEO level down through to front line teams. The CV&EM role has been created to support the Commitment to 'do the right thing' across the business, and a work plan is being developed to provide specific focus, through existing projects (such as embedding improvements and learning via feedback and complaints) and new pieces of work, such as the review of the repairs process. .
	Customer Service Training and monthly performance monitoring focuses on values and behaviours to improve communication in line with our Customer Pledges	Customer Voice & Experience Manager	31/12/2021	Monthly monitoring is in place to track performance against the two and four day digital and call back pledges, with each exceeding target year to date, with additional focus on these at team meetings, and via daily dashboards.

## Have Your Say (Business Benchmarking) Action Plan

Improvement area - customer ethos

Interactions, caring about customers, keeping promises, customer experience design

Issues	Actions	By whom	By when	Progress updates & status
<b>Repairs process, interactions and customer experience design</b>	<p><b>Ease of reporting, right first time and ownership</b> Review the customer experience of the end to end repairs process and develop a clear process with customer input</p>	Head of Housing Services	31/01/2022	Operational working group has completed the initial review, which has been presented to the Exec Team on 5/10/21. The group will take forward a number of areas that can be improved as 'quick wins'. The Exec Team are reviewing the barriers and long term process at the end of October and have agreed to establish a project to take forward the recommendations from the review, over the next 12-18 months. This is being presented to the CEF
	<p><b>Automation and efficiency</b> Improving the alerts system to maintain contact with customers, using</p>	Head of Information Technology	31/03/2021	Our current processes work well for straightforward repairs. Any systems or processes changes
	<p><b>Training &amp; knowledge development</b> Colleagues involved in any aspect of repairs and defects reporting, diagnosis, and issue resolution to receive training (including shadowing) on the repair process</p>	Head of Innovation, Maintenance and Group Procurement	31/01/2022	There is regular feedback and liaison between the Maintenance Manager and the Customer Access Team, to support continuous knowledge development. In addition to this day to day learning, more formal training sessions are held with the team to maintain consistency around works ordering and notes quality, for example.
<b>Caring about customer</b>	<p><b>See the Person</b> Adopt the principles of a person-centred approach in service delivery</p>	Head of Housing Services	31/12/2021	The Income Team continue to work in a person-centred way, and there have not been any arrears related evictions in the last 12 months, despite the COVID restrictions being lifted. We have now recruited 2.5 full time equivalents to deliver the Building Futures programme, which supports and extends the existing Coastline Contract and inspiring futures programmes, which adopts the person-centred approach that we adopted under the Together for Families programme.  The front line housing teams are starting to use the Passport to Housing scheme, which is due to be launched to customers. This supports customers to sustain a tenancy, with a focus on key skills, such as budgeting. This is being run in partnership with Citizens Advice Cornwall. This runs across homeless accommodation too, to create a sustainable move-on pathway.

## Have Your Say (Business Benchmarking) Action Plan

Improvement area - emotional connection  
Building trust and reassuring customers

Issues	Actions	By whom	By when	Progress updates
Reassuring customers	<p><b>Safety and compliance</b> Providing information to customers about building owners and key points of contact, to be clearly displayed</p>	Head of Property Investment & Compliance	31/12/2021 revised completion date 31/3/22	<p>In buildings with internal communal areas, and Houses In Multiple Occupation (eg homeless move-on accommodation), information detailing who is responsible for key safety and compliance will be clearly displayed. This information will be regularly reviewed, at least annually. In addition, we have the opportunity to include other key points of contact, such as Area Surveyor and Tenancy Management Co-ordinators (links with Ethics Who's Who action). To complete this additional information regarding key points of contact, this should be completed by 31/3/22. The gas safety certification (36 units) will be displayed by 31/12/21 and we have an ambition to display fire and electrical safety information in all blocks, even though these do not meet the 'higher risk' building criteria (in development following the Grenfell fire). We anticipate completing this by 2023, linked to the pending Building Safety Act.</p>
	<p><b>Annual consultation meeting</b> Opportunity for customers living in blocks to discuss standards and services in their home environment, any changes proposed or needed, and any impact on service charges</p>	Head of Innovation, Maintenance and Group Procurement	31/10/2021	<p>A series of three pilot 'gazebo days' are planned, to be attended by surveyors and tenancy management to engage customers, using tree planting as a lead-in topic, but offering the opportunity to discuss repairs and any other tenancy-related issues. The effectiveness of these will be reviewed to help plan a wider programme across the priority schemes.</p>
	<p><b>Area improvements and investment</b> Larger-scale neighbourhood improvements are identified and captured in the 2021 Business Plan</p>	Head of Property Investment & Compliance	31/03/2022	<p>Three initial schemes (Matela Close, Pengegon &amp; Wheal Rose) have been identified for taking forward for commencement during 2021/22, following the 'Dragon's Den' approach. A further set of longer term areas have been identified for years two and three. Harriet's House, Camborne was previously identified for improvement and this is now complete.</p>

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Improvement area - ethics

Reputation, openness and transparency, doing the right thing

Issues	Actions	By whom	By when	Progress updates
Openness and transparency	<p><b>Who's who directory</b> Names, pictures, role descriptions, and bio to be made available internally and for customers.</p>	Head of Housing Services	31/03/2022	<p>Area patch review between tenancy management, income and surveyors has been recently completed. This information will be developed against a map, to display geographical responsibilities and be available on our website. This will include pictures and bios, with paper copies being available via a future 'pull out' in CoastLines.</p>