

WIGAN AND LEIGH HOUSING BOARD 7TH APRIL 2009

Report of the Group Manager Business Management and Projects

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Customer Care, Access and Involvement Review

Purpose/Summary:
To inform Board of the findings from the review of customer care, access and involvement and the proposed action plan which sets out the improvements required to deliver better housing services.
Recommendations:
Board is asked to endorse the findings of the review and approve the proposed action plan.

For decision, discussion or information?	Discussion and decision
For the open part or the press and public excluded part of the agenda? If press and public excluded please state reason.	Open

Resource and Value for Money Implications:	The proposed changes will create a small efficiency saving of around £26,000 a year.				
Employee Implications:	As detailed in a separate Board report, it is proposed to make some changes to the permanent establishment which will affect a small number of existing staff.				
Key Risks incl. Company reputation, business relationships, health and safety and legal implications	Failing to properly involve customers, deliver high quality customer care and provide accessible services will impact on the overall service customers receive and will adversely affect Wigan and Leigh Housing's reputation and rating from external regulators.				
Equality (Impact) Assessed?	Yes	✓	No		Not Applicable
Equality & Diversity and Community Implications:	The proposals will lead to a better understanding of who our customers are, their needs and how services can be provided to suit these needs.				
Environmental Implications:	None				
Area Forums Affected:	All				
Tracking/Process	Consultation	Area Forum/s	Committee	Board	
	Customers December 08	December 08		7 April 09	

1.0 Introduction

1.1 We have an ambition to be an organisation that provides the best possible services to our customers and a leader in our sector. To achieve this we need a clear vision of what we want to achieve and clear, SMART (Specific, Measurable, Achievable, Realistic, Time-based) objectives. We also need good leadership through the governance and management of the organisation and effective structures, systems and processes in place.

1.2 We will achieve the above if we have:-

- **Clarity** about what we are looking to achieve with SMART objectives underpinning the Vision for the organisation
- A **culture** in the organisation that reinforces the importance of treating our customers fairly and well and involves them in decisions that affect them
- Effective **structures** with clear lines of accountability from the governance and management of the organisation through to the employees who deliver services directly to customers
- **Clear systems and processes** to deliver services efficiently and effectively
- **Well trained and empowered staff** who understand their role and have the skills and resources to deliver good services
- Effective **performance management** of services to ensure that issues are spotted and dealt with

1.3 Our Vision '*Better Homes, Brighter Futures*' is supported by five goals, one of which is *better housing services*. One of the ways we have said we will deliver this goal is by providing quality customer care, easy access to services and personal choice. This review arose out of the need to flesh out the work required to deliver *better housing services*.

2.0 Why the review was started

2.1 The need for this review was derived from several sources:

- The decline in tenant satisfaction with staff helpfulness from the 2006 STATUS survey. Satisfaction dropped by 10% to 75% with no evidence as to why such a large decrease had occurred.
- There were informal comments from some Councillors and Board Members that staff were not always as helpful as they should be.
- Increasing importance given by the regulators on tenant satisfaction being a key measure of an organisation's performance.

We had been accredited with the Charter Mark standard but, with the arrival of the replacement Customer Service Excellence standard we recognised we needed to improve in this area.

2.2 The remit of the review was expanded at a Board Away Day in October 2007 to also encompass the role of tenant participation and the way we involve customers in decision making. Board felt the role of the Tenant Participation team was too narrow and the Tenant Services Authority has more recently confirmed that tenant involvement is a key area with tenants needing to be involved in all aspects of our service including setting standards and priorities. Government proposals on a National Tenant Voice and Communities in Control are about giving real control and influence to more people.

2.3 At the start of the review the aims were to deliver:

- a 10% increase in the level of tenant satisfaction with staff helpfulness within a year of completing the review.
- clear, customer agreed service standards that are understood and monitored across the organisation
- a 5% increase in tenant satisfaction with opportunities to get involved within a year of completing the review
- external accreditation through the Customer Service Excellence standard

3.0 How the review has been done

3.1 The review was conducted following a standard method for project management called PRINCE2™. The Project Board is one of the most important parts of PRINCE2™ and its role is to oversee and agree progress against the project plan. On 6th May 2008 Board agreed that the Tenant Board Members, supported by the Deputy Chief Executive, would be the Project Board for this review.

3.2 A small, specialist project team was tasked with looking at five broad areas – customer involvement, customer satisfaction, access to services, service standards and staff development. The work was divided into three stages with the research phase (stage 1) finishing at the end of September.

3.3 The research stage involved testing our current position against the relevant Key Lines of Enquiry - Access & Customer Care and Resident Involvement – and the Government's Customer Service Excellence (CSE) standard. This new Government standard replaced, and is significantly more challenging than, Charter Mark. The CSE standard tests in greater depth those areas that customers nationally have indicated are a priority for them, with particular focus on delivery, timeliness, information, professionalism and staff attitude. There is more emphasis on developing customer insight, understanding customers' experience and robust measures of service satisfaction.

3.4 The Project Board met for the first time in October 2008 after completion of the research stage. It was presented with a range of issues which had come out of the self-assessment against the Customer Service Excellence standard and the Key Lines of Enquiry. Approval was given for the project to progress to the next stage of developing options and implementing improvements. One area of particular concern raised by the Project Board was the level of customer

care provided by the Area Offices. Issues were mainly around staff professionalism and receiving consistent levels of customer care from all services.

4.0 Main findings from the research stage

4.1 Whilst a mixture of strengths and weaknesses were identified by the project team, the focus is on those areas which require improvements to deliver the project aims. The self-assessment against the Customer Service Excellence standard shows that we wouldn't meet the standard for the whole organisation. However, it must be acknowledged that staff on the whole deliver good customer service and there are many occasions where they 'go the extra mile' to provide exceptional customer care, sometimes in very difficult circumstances. We also involve customers in many parts of our service and again there have been very good examples where their involvement has resulted in improved outcomes for customers.

4.2 Whilst undertaking the review work we found that the *Customer Service Excellence* framework provided an effective way of setting out the findings from the research phase. We have adopted this to set out the main findings from the review and have carried this theme through into the action plan so that it is straightforward to link the research findings to the proposed action. This will have the benefit of supporting our future application for the new standard.

4.3 A summary of the main findings is detailed below using the Customer Service Excellence criteria, but the common themes coming out of the review are:

- **Leadership and structure** - there is no co-ordinated customer care structure in place. No one is responsible for developing and managing our approach to customer care. Customer involvement lacks strategic direction which isn't helped by the role of the Tenant Participation team being unclear.
- **Culture and consistency** - there isn't a culture throughout the organisation of wanting to deliver excellent customer care and whilst there are lots of good examples we can point to, there are also major inconsistencies across the organisation which are preventing us from delivering excellent customer care. Despite efforts to mainstream tenant participation, many staff still view the Tenant Participation team as having sole responsibility for tenant involvement.
- **Customer involvement** - customers are not fully involved in reviewing, agreeing and monitoring all areas of customer service and customer involvement is limited to the same small group of customers. There is limited customer involvement in setting standards and reviewing performance.
- **Communication** - with customers and staff is inconsistent.
- **Learning** - learning from complaints or good/bad practice is inconsistent and lacks co-ordination .

4.4 CSE Criterion 1 - Customer Insight

4.4.1 ◦ Customer identification

There is a basic customer profile and the information isn't fully used to improve services. Customer information on when, how and why they contact the organisation is only collected for some parts of the service so there isn't a complete understanding of all customers' needs and preferences.

4.4.2 ◦ Engagement and consultation

There have been significant improvements in the area of customer involvement during the last 5 years, but there is currently a lack of strategic direction on customer involvement and the role of the Tenant Participation team is not clear to everyone in the organisation. It is proving harder than anticipated to fully mainstream tenant participation with it being seen by some staff as the sole responsibility of the Tenant Participation team. There are a number of existing customer involvement mechanisms - Mystery Shoppers, Housing 100 Panel, Tenant Auditor Group, Tenant Readers Group for example - but full use isn't made of them to improve services. Tenants have been involved in setting service standards and reviewing performance but they need to have a greater involvement. There is also limited customer feedback which doesn't help to show that their views are being listened to.

4.4.3 ◦ Customer satisfaction

Customer satisfaction is measured for most service areas and satisfaction levels are high. However, there is no framework for ensuring consistency in monitoring and reporting satisfaction, improving response rates or responding to areas of dissatisfaction.

4.5 CSE Criterion 2 - The culture of the organisation

4.5.1 ◦ Leadership, policy and culture

No one currently has responsibility for developing and managing all aspects of customer care - satisfaction, complaints, training etc. The customer care message isn't pushed strongly enough and staff are not held to account for poor customer service consistently across the organisation. Improving leadership in this area would strengthen the customer care culture.

4.5.2 ◦ Staff professionalism and attitude

Some staff see customers as an inconvenience that stops them getting on with other work – possibly because they are only being performance measured against other more tangible areas. Monitoring of staff attitude and helpfulness is only carried out in some sections of the organisation and is not done consistently. There are various reward schemes throughout the organisation with some Managers personally funding the rewards but no consistent approach with little focus on customer care.

4.6 CSE Criterion 3 - Information and Access

4.6.1 ◦ Range of information

The Tenants Handbook is currently being updated and will be regularly reviewed in future. However not all customer information is routinely updated and some information, for example on service charges, is not readily available.

- 4.6.2 ◦ Quality of information
During the course of a year a lot of information is sent to customers, but there are no checks to make sure customers have received and understood the information provided.
- 4.6.3 ◦ Access
Satisfaction with the main access point, the Contact Centre, is very high. There is daily, focused monitoring of the Contact Centre but this needs to be carried out across the organisation particularly for the sections receiving a large number of customer contacts. The standard of reception areas is not consistent across the organisation with some Area Offices being seen as an unwelcoming environment for customers. Many customers who are not accessing services are not being identified so it's not possible to remove barriers which may be preventing them from accessing services
- 4.6.4 ◦ Co-operative working with other providers, partners and communities
Most service level agreements and protocols currently in place do not have a customer care element and there are no performance indicators which are monitored and reviewed. There are links with communities through a variety of routes but these links are inconsistent and could be stronger.
- 4.7 CSE Criterion 4 - Delivery
- 4.7.1 ◦ Delivery standards
Service standards and performance indicators relevant to customers have not been reviewed for some time.
- 4.7.2 ◦ Achieved delivery and outcomes
Satisfaction with most services is high with around half of all tenants being very satisfied with the overall service, however there is room for improvement. Customers' views on their experience of the service are mainly collected via a range of satisfaction surveys, but there is no consistency between surveys. Benchmarking of performance against that of similar organisations is regularly carried out and performance is improving, but evidence isn't consistently recorded on how the information is used to improve services. Staff regularly attend best practice seminars, however this learning is not consistently recorded and shared across the organisation.
- 4.7.3 ◦ Deal effectively with problems
The complaints process was reviewed a couple of years ago but there is currently a lack of co-ordination for the whole process. Actions taken as a result of complaints could be better evidenced and customers need to be informed of how services have improved as a result of complaints. Complaints are not consistently encouraged so some learning opportunities are being missed.
- 4.8 CSE Criterion 5 - Timeliness and quality of service
- 4.8.1 ◦ Standards for timeliness and quality
Although there are customer standards in place, they have not been reviewed for some time and are not consistently reported.

4.8.2 ◦ Timely outcomes
Some parts of the organisation, for example the Contact Centre and the Housing Options Advice Centre, can evidence problems they face in providing a frontline service (demand, resources, service standards) but this needs to be replicated across the whole organisation. Customer contacts and waiting times are also not consistently monitored across the organisation.

4.8.3 ◦ Achieved timely delivery
Although there are service standards for timeliness and quality of customer service they have not been reviewed for some time. They are also not consistently monitored and reported. There isn't much comparison of performance on timeliness and quality of customer care with that of similar organisations.

5.0 Consultation

5.1 From the main findings, a series of improvements were drafted which were shared with customers and staff. They were asked to comment on the proposals and tell us if there was anything missing which would make a big difference in the areas of customer care, access and involvement.

5.2 Feedback from customers complimented the Contact Centre and most agreed with the proposals (as long as they will be delivered!), but areas for improvement mainly centred on the repairs service and the contractors coming when they say they would and then getting the repair completed right first time without the need for subsequent follow-up phone calls and visits. This focus on repairs ties in with results from the recent STATUS survey where tenants listed repairs and maintenance as the most important service they receive. There was also a general view that communication with tenants needs to be improved if we want more tenants to get involved in engaging with the organisation.

5.3 Staff wanted to make sure that we share good and bad practice across the organisation, improve customer care training for all staff but particularly for new starters and deliver it on a regular basis, improve communication between our teams and ensure consistency in the approach of each section.

5.4 This feedback confirmed that the customers receiving the service and the staff delivering the service both thought the proposals would help to deliver improved services. The comments received also helped to strengthen the proposals and ensured that the recommendations covered the key areas.

6.0 Main recommendations from the review

6.1 The approach taken in this review has been to measure ourselves against the very latest national thinking on what constitutes excellent customer care. It isn't surprising that the review has identified lots of areas where we could do better, but this needs to be seen in context. It doesn't mean that what we are doing now is all bad and satisfaction levels would seem to support this. We can't afford to be complacent though and the action plan arising from the review is aimed at making us a class leader in the housing sector.

- 6.2 The main recommendations to be delivered by the action plan are detailed below, but it can't be over-emphasised that the **formation of a customer care team** is integral to successfully implementing the action plan. The lack of a customer care structure has resulted in many of the issues arising from this review and continuing as we are will lead to more of the same which is not an option for us or our customers.
- 6.3 Management Team has agreed proposals for creating a Customer Care team and for some limited changes to other parts of the organisation to enable this to happen. A separate report on the agenda seeks approval for changes to the permanent establishment.
- 6.4 The access part of the review didn't reveal many weaknesses, but this probably isn't surprising given the success of the Contact Centre and the major review of access arrangements in 2005. The recommendations made include monitor customer contacts with all front line services, identify and then remove the barriers for those who are not accessing our services and explore ways of improving the repairs appointments system.
- 6.5 The main recommendations are:
- **Develop and implement a customer care structure** to develop and manage our approach to customer care.
 - **Raise the profile of customer care** throughout the organisation and ensure it is led and practiced from the top. This will lead to a stronger customer care culture.
 - **Develop and agree service standards with customers** which then need to be consistently monitored, reported and reviewed.
 - Given the importance of the repairs service to tenants, **explore ways of improving the repairs appointments system** and keep tenants informed of progress.
 - **Implement a consistent approach to all service areas.** For example, develop and implement key customer satisfaction performance indicators for all service areas in consultation with customers and then implement a consistent approach to how they will be measured, monitored and reported.
 - **Strengthen customer involvement by reviewing the role and remit of the Tenant Participation team** to ensure the team has a clearer role, is more strategic and has more time to make links with different community groups.
 - **Mainstream tenant participation** throughout the organisation with individual teams taking more responsibility for it.
 - **Increase tenant involvement in reviewing performance** to ensure greater tenant challenge of performance and improvements in priority areas.
 - **Improve communication with customers and staff** - have a consistent approach so both customers and staff are consulted, feel their views are being listened to ("**you said.....we did/didn't do because**") and they know what is going on.
 - **Become a learning organisation - improve the complaints process** so we learn where we haven't done something right, **share good and bad practice** across the organisation and best practice from other organisations.

6.6 Prior to the start of the review, tenant satisfaction with staff helpfulness was 75% (STATUS 2006) and the review aimed to deliver a 10% increase. During the second stage of the review the results from the 2008 STATUS survey were announced which revealed that satisfaction with staff helpfulness had increased by 11% to 86%. As this was over and above the initial aim, it is proposed to amend the target to 90% by delivering an additional 4% increase.

6.7 The action plan at Appendix 1 details the recommended improvements required to:

- increase tenant satisfaction with staff helpfulness to 90%
- have clear, customer agreed service standards that are understood and monitored
- increase tenant satisfaction with opportunities to get involved by 5%
- attain the Customer Service Excellence standard

It is comprehensive as it is designed to achieve better housing services. Comments from the Project Board and responses from customer consultation state that it will be challenging to deliver, but with the right structures in place it will be feasible. The action plan isn't yet complete as the proposed structures need to be in place to enable the target dates for each action to be set. A finalised action plan will be brought back to Board at a later date.

6.8 The Tenant Board Members met again as the Project Board on 3rd March. They were presented with the main findings of the review, feedback from the consultation with customers and staff and the proposed action plan. They were supportive of the approach taken and the recommendations, but were clear about the need to tie it all together with other areas which are related such as the governance review. The Project Board approved the proposed action plan and for the project to progress to the next stage of implementation.

7.0 Conclusions

7.1 The review of customer care, access and involvement will help deliver *better housing services* which is one of the goals of our Vision '*Better Homes, Brighter Futures*'.

7.2 The need for the review was driven by several sources including a 10% drop in tenant satisfaction with staff helpfulness. The recent STATUS survey has revealed an 11% increase in satisfaction with staff helpfulness, but a self-assessment against the Government's Customer Service Excellence standard shows that we wouldn't meet the standard for the whole organisation. The STATUS survey also revealed a slight drop in tenant satisfaction with opportunities to get involved, so there is still a strong business case for carrying out the review and the proposed recommendations.

7.3 The Tenant Board Members in their remit as the Project Board have approved progress of the review at key stages and are satisfied that the proposed action plan will deliver better housing services.

7.4 It is critical to the delivery of the action plan that organisational changes proposed elsewhere on the agenda are in place to deliver the recommended improvements.

8.0 Recommendations

- 8.1 Board is asked to endorse the findings of the review and approve the proposed action plan.

Appendix 1 - ICE Action Plan

<p>Project Outcomes:</p> <ul style="list-style-type: none"> • Increase tenant satisfaction with staff helpfulness to 90% • Have clear, customer agreed service standards that are understood and monitored • Increase tenant satisfaction with opportunities to get involved by 5% • Attain Customer Service Excellence accreditation
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No.	Action	Who	When	Outcome	Progress
	Criterion 1: Customer Insight				
	• Customer Identification				
1.1	Develop and implement a customer insight mechanism, including customer journey maps	Customer Care Manager		<ul style="list-style-type: none"> • A better understanding of who our customers are, their needs and how services can be provided to suit these needs. • Can show how we have improved services as a result of our understanding of customers' needs. 	
	• Engagement and Consultation				
1.2	Evolve the role of the Tenant Participation team to become more strategic	Management Team (MT)		<ul style="list-style-type: none"> • TP team to be more strategic • TP team to spend more time making links with community groups operating on our estates. 	
1.3	Mainstream tenant participation throughout WALH	Tenant Participation (TP) Manager		<ul style="list-style-type: none"> • Tenant participation mainstreamed with individual teams taking responsibility for routine TP. 	
1.4	Implement the review of the Tenant Compact and ensure it is further reviewed next year to reflect changes arising from the ICE review	TP Manager		<ul style="list-style-type: none"> • Sets out the plan for how tenant consultation and involvement will be improved. 	
1.5	Strengthen and implement a customer involvement strategy and then annually review	TP Manager		<ul style="list-style-type: none"> • A better understanding of how tenants want to be consulted and involved. • Increased response rates from consulting tenants by their preferred method. 	

No.	Action	Who	When	Outcome	Progress
1.6	Increase tenant involvement in reviewing performance	Part of the governance review		<ul style="list-style-type: none"> Greater tenant challenge of performance leading to improvements in priority areas. 	
1.7	Develop and maintain a customer involvement matrix	TP Manager		<ul style="list-style-type: none"> Will show how customer involvement has led to improved services and outcomes for customers. 	
1.8	Improve communication with customers to show their views are being listened to - "You said.....we did/didn't do because"	Customer Care Manager		<ul style="list-style-type: none"> More feedback to customers to show their views are being listened to. More customers wanting to get involved with WALH. 	
1.9	Take a complementary approach with the Council's Routes to Involvement initiative	TP Manager		<ul style="list-style-type: none"> Ensures we tie in to the Council's wider customer involvement mechanisms. Strengthens our links with the Council. 	
	• Customer Satisfaction				
1.10	Develop and implement key customer satisfaction performance indicators for all service areas in consultation with customers.	Customer Care Manager		<ul style="list-style-type: none"> Customer agreed satisfaction indicators monitored in all service areas. 	
1.11	Develop and implement a consistent approach to how customer satisfaction is measured, monitored and reported across WALH	Customer Care Manager		<ul style="list-style-type: none"> Improved response rates. Improved response to areas of dissatisfaction. Consistent approach to customer satisfaction across WALH. Improved customer satisfaction. 	
1.12	Develop the Mystery Shopping process and how it feeds into customer satisfaction	Customer Care Manager		<ul style="list-style-type: none"> Improved testing of services by customers. Improved customer satisfaction. 	

No.	Action	Who	When	Outcome	Progress
	Criterion 2: The Culture of the Organisation				
	• Leadership, policy & culture				
2.1	Develop and implement a customer care structure	MT		<ul style="list-style-type: none"> Customer care structure in place which is integral to successfully implementing the action plan. 	
2.2	Ensure all staff are aware of their customer care responsibilities	MT Customer Care Manager		<ul style="list-style-type: none"> Customer care responsibilities are reflected in job descriptions and person specifications. Importance of customer care covered in induction pack/employee handbook. Improved leadership from MT. Greater focus on customer care. Poor customer care not tolerated. 	
2.3	Ensure Managers are appraised on their performance in customer care	Customer Care Manager		<ul style="list-style-type: none"> Managers to take a consistent approach to customer care. Managers have the skills to manage their staff and improve the customer care culture. 	
2.4	Set up processes for sharing good and bad practice and positive feedback from customers throughout WALH	Customer Care Manager		<ul style="list-style-type: none"> Create a positive customer care culture. Improved staff focus on customer care. Good practice shared and implemented across WALH. 	
2.5	Develop and publish a Customer Care Charter	Customer Care Manager		<ul style="list-style-type: none"> Customers and staff both know the level of customer care to be provided. Improved level of service from staff. 	

No.	Action	Who	When	Outcome	Progress
	<ul style="list-style-type: none"> Staff professionalism and attitude 				
2.6	Develop the customer care training package and deliver to all staff and partners	Customer Care Manager		<ul style="list-style-type: none"> All staff and partners receive the same consistent message about customer care. Improve staff helpfulness. 	
2.7	Develop and publish an Employee Handbook	Suggestions of Staff (SOS) Group		<ul style="list-style-type: none"> All staff are aware of what they are expected to do as part of their job. 	
2.8	Implement consistent staff recognition of excellent customer care	Customer Care Manager		<ul style="list-style-type: none"> Improved staff focus on customer care. Good practice shared and implemented across WALH. 	
2.9	Develop the Mystery Shoppers to use a systematic approach for monitoring staff attitude and helpfulness when testing services	Customer Care Manager		<ul style="list-style-type: none"> Improved testing of services by customers. Improved customer satisfaction with staff helpfulness. 	
2.10	Regularly review staff performance and training on customer care consistently across WALH	Customer Care Manager		<ul style="list-style-type: none"> Raise the profile of customer care. Customer care consistently improving across all sections of WALH. 	
2.11	Ensure there is a customer care focus in the recruitment and selection process	Human Resources Manager		<ul style="list-style-type: none"> Customer care responsibilities are reflected in job descriptions and person specifications. Where appropriate, customer care skills are tested as part of the interview process. Highlight the importance of customer care within WALH. 	
2.12	Provide better support to new starters and ensure there is a customer care focus. Include the use of a new employee handbook and staff induction training	SOS Group Human Resources Manager		<ul style="list-style-type: none"> Staff feel valued from the start and are provided with training which will help them to deliver a high quality service. New starters aware of the importance of customer care. 	

No.	Action	Who	When	Outcome	Progress
	Criterion 3: Information & Access				
	• Range of Information				
3.1	Revise the Tenants Handbook	Group Manager Better Neighbourhoods		<ul style="list-style-type: none"> Better and up-to-date information on services supplied to tenants. Tenants more aware of the services provided. 	
3.2	Produce and publicise a service charges leaflet (part of the Tenants Handbook?)	Manager - Income & Home Sales		<ul style="list-style-type: none"> All customers aware of charges applicable for each service. 	
	• Quality of Information				
3.3	Introduce a mechanism for ensuring customers have received and understood information provided	Customer Care Manager		<ul style="list-style-type: none"> Customers provided with easy to understand information. 	
	• Access				
3.4	Involve customers in reviewing how, where and when they can access WALH services	Customer Care Manager		<ul style="list-style-type: none"> Improved customer access to our services. 	
3.5	Improve the repairs appointments system	Group Manager Repairs		<ul style="list-style-type: none"> Improved satisfaction with the appointments system. 	
3.6	Monitor customer contacts with all front line services	Customer Care Manager		<ul style="list-style-type: none"> Identify busy periods and allocate resources accordingly. Reduce avoidable contact. 	
3.7	Identify customers who are not accessing services and develop an action plan to remove the barriers to access	Customer Care Manager		<ul style="list-style-type: none"> Ensure all customers are able to access the services they require. 	
3.8	Further develop the website to be more interactive and customer focused	IT Manager Customer Care Manager		<ul style="list-style-type: none"> Improve the access to services for those who have access to the internet. Website to have more of a customer focus. 	
3.9	Further improve the image of WALH, in particular reception areas and staff professionalism	Customer Care Manager		<ul style="list-style-type: none"> Reception areas more welcoming and professional. Customers feel they are valued. 	

No.	Action	Who	When	Outcome	Progress
	<ul style="list-style-type: none"> • Co-operative working with other providers, partners and communities 				
3.10	Make sure that any Service Level Agreements(SLAs), contracts or protocols with others have a customer focus and set up a process for regular review and monitoring	Customer Care Manager		<ul style="list-style-type: none"> • Customer care focus in SLAs, contracts or protocols. • Ensure WALH is delivering excellent customer care through working in partnership with contractors. 	
3.11	Ensure customer care is a standing item on agendas for meetings with partners	Customer Care Manager		<ul style="list-style-type: none"> • Raise the profile of customer care. • Ensure WALH is delivering excellent customer care through working in partnership with contractors. 	

No.	Action	Who	When	Outcome	Progress
	Criterion 4: Delivery				
	• Delivery standards				
4.1	Review existing customer agreed service standards and develop monitoring and reporting mechanisms	Customer Care Manager		<ul style="list-style-type: none"> • Service standards agreed with customers. • Standards monitored to ensure compliance. • Improved customer satisfaction. 	
	• Achieved delivery & outcomes				
4.2	Carry out regular performance benchmarking and evidence improvements	Group Manager Business Management & Projects		<ul style="list-style-type: none"> • Improved performance as a result of looking at what other organisations do. 	
4.3	Share learning from best practice across WALH and evidence improvements	Group Manager Business Management & Projects		<ul style="list-style-type: none"> • Improved performance as a result of looking at what other organisations do. 	
	• Deal effectively with problems				
4.4	Further develop the compliments, complaints & comments process with staff and customers	Customer Care Manager		<ul style="list-style-type: none"> • Easier for customers to complain and staff to deal with problem. • Show how complaints have improved service delivery. 	
4.5	Develop the culture on complaints	Customer Care Manager		<ul style="list-style-type: none"> • Staff view complaints as a positive learning experience. 	
	Customer Service Excellence standard				
5.1	Co-ordinate application(s) for Customer Service Excellence standard	Customer Care Manager		<ul style="list-style-type: none"> • Agree timetable for applications. • Gain CSE accreditation. 	

CSE Criterion 5: Timeliness & Quality of Service- actions covered in other criteria