

wandle

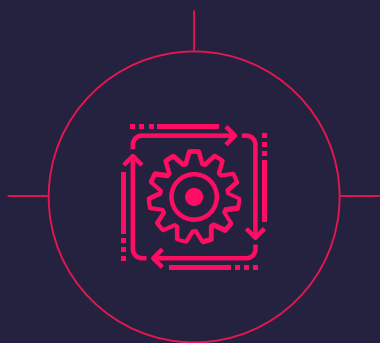
# Customer Experience Strategy

2023 - 2026



# Wandle Corporate Strategy

2023 - 2026



## STRATEGIC THEME 1

*Outcomes for  
Customers that  
make us proud*



## STRATEGIC THEME 2

*Providing homes  
we would be happy  
to live in*



## STRATEGIC THEME 3

*Building new homes  
and successful  
communities*



## ENABLING OBJECTIVE 1

*Improving our  
financial resilience*



## ENABLING OBJECTIVE 2

*A well governed  
organisation*



## ENABLING OBJECTIVE 3

*An employer  
of choice*

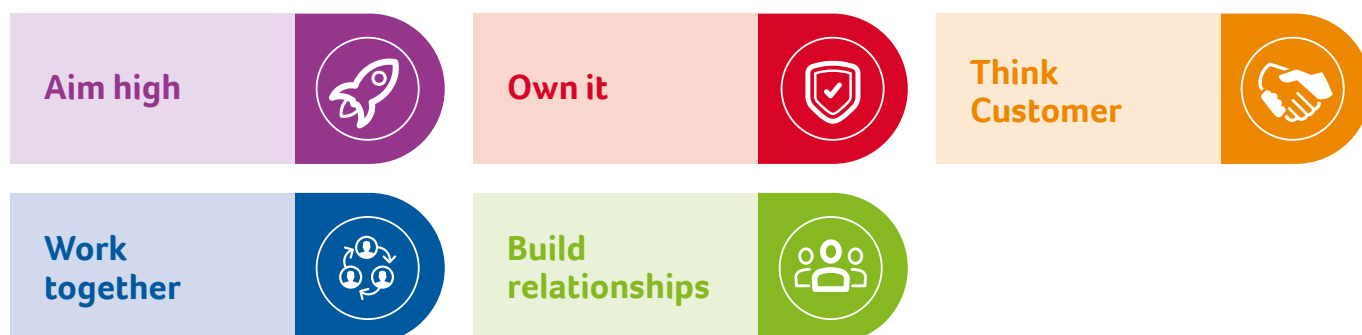
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# 1. Introduction and scope

This Customer Experience Strategy has been developed in line with Wandle's values, which are:



This strategy also contributes towards Wandle's Corporate Strategy, it is the cornerstone of "outcomes for our customers that make us proud," ensuring customer service is the golden thread that runs through everything that we do and through every part of the business.

Building and maintaining trust is a key element in Wandle's relationship with its customers. Whether it's:

- that we will communicate with our customers openly and when we say we will
- that when something goes wrong, we will put it right consistently
- that we will treat our customers with the level of care that is needed, with respect and their best interests at mind
- and that our staff embody our commitment to our customers, no matter what their job.

This strategy puts customers at its heart and has been designed with our customers from the ground up, to deliver services they can trust.

This strategy has been designed with three key themes in mind, to ensure we deliver the quality of service to our customers that they deserve, not just on the frontlines, but throughout the business. These themes are:



Delivery of this strategy will be overseen by the Customer Experience Committee.

## The Context

We know that when it comes to customer service, we can do better, and that change is needed. We've heard this from our customers through responses to our customer surveys, through our complaints, and interactions with customers, as well as from our Customer Excellence Panel. We also know that expectations in the sector are, rightly, changing and customers expect better from their landlords and so when they do need their landlord, they can expect a service that is efficient and meets their needs.

We have also seen the introduction of a more proactive consumer standards regime alongside the introduction of new Tenancy Satisfaction Measures (TSM's). It's important that we continue to adapt to these new contexts and continue to strive for improvements in our services. This strategy sets out how we will continue to improve our services for our customers and continue to support people across south London who need a home, for years to come.

We have also introduced a Customer Experience Committee into our Governance Structure, with residents sitting on the committee, which reports into Board. The Customer Experience Committee, alongside the Customer Excellence Panel have been key contributors to the development and codesign of this Strategy.

This strategy has been designed to ensure that our customers are satisfied with the services that we provide and are happy to live in their homes.



## 2. Key Themes



### Making life easier

In most cases the relationship between us and our customers should be simple, even when things are hard or complex. A customer comes to us with needs such as: a repair, help with their rent, wanting to know when their new kitchen is being put in. Therefore, our service should be accessible, reliable and give our customers answers to their questions.

We believe these are the key elements to ensure our customers are getting what they need from us:

- We are easy to get hold of.
  - A key part of making it easier for our customers to get what they need, is making sure that we are easy to get hold of when our customers need us. This means not only will we pick up the phone or answer emails quickly, but also make it clear to our customers how, when and who they need to contact for any issue they might have.
- We communicate clearly, consistently and when we say we will.
  - We will make sure that our communication with our residents is clear, concise, understandable, and appropriate for the context. We will ensure all of our communications are clear to customers and we will answer all queries within the timeframe we set with the customer.
- We will get back to you on that.
  - There are times when an issue can't be answered at the first response. It is important that our customers do not have to make repeat calls on the same issues. This means we must keep customers continually informed, even if we must look into the issue further.
- We ensure any information concerning you or your home, is easily available.
  - We will ensure valuable information for our customers is always easily accessible.
- We will provide a sustainable service that customers can rely upon.
  - Good customer service shouldn't just happen on the first point of contact; it should cover every part of the customer's journey and our customers should expect the highest quality of service, from all sectors at Wandle.







## Ambitious for our customers

Beyond just getting the simple things right for our customers, we also want to be ambitious for customers and in the service we provide. When we first presented this strategy to our customers, one of them told us they wanted us to “chase us like you do if we owe you rent.” This means that we need to be proactive in our approach to customer service and to make sure we’re going beyond the basics.

- We will help you sustain your home.
  - This means making sure customers have access to everything they should have to sustain their tenancies, including making sure they’re getting the benefits they should be entitled to and that they have the support they need.
- We are clear on our service standards.
  - We will be clear on what our service standards are in all areas, be it repairs, estate services or dealing with ASB. It is important our customers are clear in what they should expect from us, so they can hold us accountable should we get it wrong. This also means we will be clear in what we expect our customers to do in their homes, and what we won’t do for them, to ensure we’re providing a consistent and fair service.
- We will understand our customers’ needs.
  - Not every customer’s situation will be the same, therefore we will make sure we do our best to understand each of our customers needs, to ensure they receive the best outcome. This means, we must ensure we have good quality and up to date data for our customers, in line with GDPR guidelines. This may also include looking at the demographics of customers who access parts of our services, to help us to design our services in a way that meet their diverse needs.
- We will make sure our contractors embody Wandle values.
  - It’s important that those delivering services for Wandle, deliver against our values, as well as delivering high quality services for our residents. We will make sure we get the right contractors into your homes, who provide a high-quality service, and communicate clearly with our residents.
- We will be proactive in getting back to you.
  - When we’re coming back to a customer with an answer, information or to make a follow up appointment, we will approach it like “when we chase rent”. Our staff will make every effort to get back to our customers as quickly as possible and will try again when we can’t.
- We will communicate our progress and success with our customers.
  - An important part of making sure our customers trust us and want to work with us to improve our services, is to let them know when we’ve got it right.



## My job is for customers

Customer Service should be the golden thread that runs through everything we do. That means that every job is a customer service job, and all staff should be aware of how what they do will impact our customers.

- We live by our values.
  - Our staff will embody our values when interacting with customers. Making sure we treat our customers with courtesy and respect. This also means our staff will take ownership of customer issues when they come our way, making sure queries are answered without having to chase.
- We provide our staff with the resources they need to help you.
  - We will ensure all staff are equipped and trained to be able to deal with enquiries at the first point of contact where possible and are empowered to deal with all types of customer queries. Where this is not possible, we will be clear with customers who the enquiry will go to and when they can expect to be contacted.
- We will recruit the right people.
  - We will recruit the right people who have a great attitude for customer service in all our roles. We have also started the implementation of our new People Strategy, to ensure our staff are happy and empowered within their roles.
- We will have the right technology.
  - We will make sure our staff are set up with the correct technology and systems to help our customers at the first point of contact and ensure we keep them updated. We will also ensure our self-service portals are easy to use, making it easier for our customers to access their information.





## 3. How we're going to do it

**This section outlines the ways in which we will achieve the key themes and deliver a strong and consistent service to our residents. Achieving the above and delivering an excellent service for our customers is the responsibility of all staff.**

We will continue to use data to understand how customer satisfaction is changing through the life of this strategy and use it to highlight areas where we can continue to improve. We will use these insights to develop service improvement plans, where necessary, to ensure we deliver against the aims of the strategy.

*The delivery of this strategy will be further monitored and impacted through the following means, and we will adapt and develop how we implement through the following areas:*

- Delivery of work streams and performance against KPIs set out in our Corporate Strategy.
- Continued compliance and delivery of the Consumer Standards.
- Delivery of Wandle's existing service improvement projects.
- Continued work with customer panels and the customer experience committee.
- Performance reports to the customer experience committee, transformation board and the customer excellence panel.

### Making life easier

- We will ensure we have clear and concise descriptions of all staff, team roles and responsibilities, to make it easier for enquiries to be resolved.
- We will answer questions before they're asked providing regular updates via email, letters, handouts on progress of cyclical works, component renewals and communal repairs.
- We will have a clear timeframe to respond to correspondence such as complaints and general enquiries. Where we can't provide a response by an agreed date, we will provide an update explaining why.
- We will look at innovations and further ways to diagnose repairs, such as video calls. This will ensure we can accurately diagnose repairs and promote first time fix where possible.
- We will undertake consultation with our customers on our procedures and working practices.
- We will continue to expand our repairs service offer and will update our procedures to make sure they're fit for practice.
- We will introduce resident completed home condition surveys, with an incentive for completion to help get a better understanding of our stock and focus our resources where most needed.

## 3. How we're going to do it

### Ambitious for our customers

- We will provide guides and videos for customers on how to solve common problems in their homes, such as easy repairs or how to identify signs of damp and mould, before informing us.
- We will ensure we provide useful policies and procedures, in an accessible format, for our customers.
- We will involve customers in contractor performance meetings where possible and practical.
- We will answer questions before they're answered by publishing information that our customers want. For example, dates for cyclical works and communal repairs through channels such as texts, emails, and communal notice boards.
- We will look to get a better picture of our homes through stock condition surveys, home visits and through repairs, ensuring all staff who enter our customers' homes are able to report back where needed on issues such as repairs.
- We will publish our successes and communicate our progress with this strategy, and in other areas through consistent and clear corporate communication, such as our newsletters and our annual reports, as well as through customer groups such as the Customer Excellence Panel.



## My job is for our customers

- We will continue with the implementation of the 'Mary Guber' customer service training to all staff and ensure its principles are embedded throughout the business.
- We will use focused recruitment and competency tests, where needed, to make certain we hire the right people for Wandle and for our customers.
- We will use focused induction training and shadowing, to allow our new starters to get a good overview of the business.
- We will make sure our staff have the right technology, such as tablets to raise repairs on site, and the right training to use the technology and systems available. This includes further training and better use of our CRM Dynamics, meaning customer cases and contacts are dealt with efficiently and effectively.
- We will promote more inter-team working to encourage a better understanding between teams. This will ensure everyone has a clear understanding of how their role affects the customers, and who is best placed to assist with a customer query.
- We will have clear policies and procedures for staff, so they are empowered to deliver excellent and consistent customer service.



## 4. What success looks like?

Good customer service should be the golden thread that runs through everything we do, and this strategy outlines our indicators of what success looks like. This will allow us, over the life of the strategy, to deliver change in the organisation for our customers and allow us to communicate to them what we have achieved.



### Customer feedback

Throughout the life of this policy, we will be able to use our Tenancy Satisfaction Measure scores as a good indicator that this Strategy is achieving its aims.



### Customer panels

The feedback we receive from our customers as part of our customer excellence panel, for whom we will report periodically against our performance objectives for this strategy.



### Complaints

Another indicator we will use to measure the success of this strategy will be Wandle's performance on complaints. By measuring the volume of complaints, as well as recording the nature of the complaints we receive, we will then be able to examine if this strategy has been implemented successfully.



### Resident ambassadors

We don't want to settle for customers who are just satisfied with us as a landlord. By the end of the life of this strategy, we want residents who are actively enthusiastic about Wandle as a landlord, whether this is representing us at a governance level, at customer roadshows or housing events.





## Performance Indicators

As seen in the performance indicators, robust performance against these targets will indicate this strategy has been a success.

We will also be able to track progress through our performance against KPIs and service delivery plans in our Corporate Strategy.



## Customer contact

Customer contact will be a good indicator that we're getting it right. Whether this is through reduced customer contact in areas such as complaints, or customers accessing online resources. This will decrease queries and reduce the number of customers chasing information.

This includes reducing the number of general enquiries we log.



## Staff retention

While there may be many reasons why staff may leave a business, this strategy will look to ensure we have the right staff in post, and the correct tools in place to support our customers, supported by our People strategy. Getting this right will be reflected in our staff retention figures by the end of this strategy.



## If things go wrong

Despite our best efforts, there may be times where things go wrong, and we don't live up to the standards set out in this strategy. If things do go wrong, these will often be dealt with through our complaints policy and procedures. However, where it becomes apparent, either through customer feedback or through performance indicators that what we're doing is not working as we intended, we will review our team and work plans for the strategy to ensure we achieve what we intend to.

## 5. Roles and Responsibilities

### Customer Experience Committee

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The Customer Experience Committee are responsible for the monitoring of this strategy and performance objectives through its lifecycle.

### Executive Director of Customer Service

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The Executive Director of Customer Service is the owner of this strategy and is responsible for ensuring its overall implementation within the business.

### Head of Service (Head of Customer Service Delivery, Head of Customer Experience, Head of Repairs, Head of Property).

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Heads of service across the business are responsible for the delivery of this strategy within their respective teams. They are also responsible for ensuring that work and service plans reflect this strategy and its intended outcomes where appropriate.

### All Staff

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It is the responsibility of all staff to help deliver this strategy and to ensure that they recognise the way that their role can affect our customers' experience with us.









# Customer Experience Strategy

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