



Scrutiny Topic:	Customers contacting Great Places
Start / End Date:	January – March 2019
Board:	Thursday 2 nd May 2019
Judgement:	An Improving Service

1. Introduction

Insight is a committed group of volunteer customers interested to help improve services delivered by Great Places Housing Group. Our group currently comprises of 8 members, who contribute to service scrutiny reviews taking account of feedback from the wider Great Places customer base. Our role is to scrutinise service areas in detail, acting as a critical friend reporting findings and suggested recommendations to the Great Places Board, representing the customer voice.

Increasing membership remains an area of focus for our group and we have welcomed 2 additional members since our last review. We've also been piloting methods to offer customers choice of ways to contribute without having to attend meetings. We plan to use the experiences of our new members to agree a suitable approach comprising digital methods, which enable members to work from home whilst still feeling involved within the review. Recently, a member of our group used the web conferencing facility in Blackpool to participate in a meeting held in Manchester. We would also like to set up a closed digital group to allow members to communicate outside of meetings to progress / discuss work whilst developing relationships and enabling peer support within a group.

New members heard of customer scrutiny when attending one of the CEO Roadshow events. After showing initial interest each member came along to a meeting to gain better understanding of the purpose of customer scrutiny. We intend to arrange an induction session, to provide an overview of the regulatory framework, historical data about Great Places and outline the scrutiny process.

2. Review Service Area

For this review, following some helpful feedback from the Board, we agreed as a group to look at customers' experience of contacting Great Places with a query / accessing services to capture their views of this frontline service. Collectively we acknowledge this was always going to be a 'big' review which would be wide ranging, important, connected to lots of other elements and crucial to how services are delivered to customers.

We were keen to review customers' perception of the service in light of recent changes. We recognise the influence a first impression can have on customers' view of services. This in-turn can impact the overall relationship between customers and Great Places; therefore it may influence how a customer feels their query could potentially be handled. We believe it's essential to understand customer experiences if the service is to meet their needs and for their priorities to influence and shape services, if Great Places are to build customer confidence and trust in services.

We planned to focus our review in the following areas:

- Great Places service offer to customers
- Processes and mechanisms that enable delivery of this offer
- Customers' experience when contacting Great Places, and
- Customers requirements and priorities of this service

It's our intent with this review to gather a response, which will contribute and support this key service area from a customer perspective.

3. Aim and Scope of our review

The aim of our review is to use customer feedback to guide and influence service delivery to meet customer needs and priorities when making contact with Great Places. We set a clear scope to gather data to deliver the following objectives;

- reviewing The Hub and other methods that customers use to contact GP / access services
- testing service delivery – listening to calls in The Hub, mystery shopping services
- collecting feedback of customers' experience when contacting Great Places, and
- asking customers about their requirements and priorities from this service

4. Our Approach

We sought information from key staff members to inform our review, which are listed below;

Overview of Customer Access – we commenced this review hearing an overview of Customer Access performance data provided by senior members of the Business Intelligence team.

Presentation from the Head of Customer Contact - we invited the Head of Customer Contact to present a summary of ways customers can contact Great Places and access services consisting of a focus on The Hub and the aims of this service from a customer and business perspective.

Presentation by the Head of Neighbourhoods, GM South – we wanted to understand how neighbourhood teams are working in communities with customers following the roll out of agile working and how well this is functioning in regards to communication and delivery of service.

Shadowing the Customer Hub – to experience service delivery first hand we sat with the Customer Hub to listen to incoming customer calls and recorded notes of our observations.

Update from Head of Service Improvement - new Customer Experience strategy - we asked the Head of Service Improvement to provide an update of the new Customer Access & Experience strategy to hear how Great Places intend to embed this new strategy into service improvement.

Desktop Review - we completed a desktop review of evidence gathered during the review, including the feedback from customers, Customer Hub and the mystery shops to identify key findings.

- **Gathering feedback from customers** - customer feedback provides us with meaningful insight to review, demonstrating customers' account of their experiences, highlighting what matters most. The findings greatly inform our recommendations providing customers' perspective of services as well as adding balance to the review.

We initially sent a survey to customers, who'd contacted Great Places with a query to ask 'how easy they'd found to interact' as well as 'their satisfaction with the way the query had been handled'. We used this feedback to inform a second set of questions for customers to establish what matters most when contacting Great Places to understand their priorities.

- **Gathering feedback from Customer Hub team** – after shadowing the Customer Hub, we felt it would be valuable to ask the team about their experience of what works well, what doesn't work as well and from their view what may contribute to an improved service delivery.
- **Mystery shopping** – we wanted to check the functionality of features including those on-line, so we carried out a number of mystery shops to determine if convenience and quality are achieved when using these contact methods.

5. Review of good practice and findings

In this next section we've outlined areas of good practice and summarised findings collected during our review, which were used to agree our recommendations for service improvement.

Overview of Customer Access Performance

We were shown performance data trends, both internal and external by the Business Intelligence team, (BI) relating to customer contact to help provide context and a foundation to enable us to agree a review scope.

Presentation by the Head of Customer Contact

The Head of Customer Contact presented an outline of ways customers can contact Great Places; focussing on accessing services using The Hub and neighbourhood teams and other contact methods including digital on-line functions.

Areas of good practice

Great Places vision for frontline service delivery is clearly customer-centred; we heard how the new approach aims to help support customers have greater control of their lives and achieve this via service delivery; *'doing with and not for'* customers.

The vision was agreed after encompassing evidence based findings to formulate and test new approaches. During this journey, it was identified primarily that staff want to do their best for customers, although processes sometimes consist of numerous customer contact points, limiting ownership and as a result decisions can often be passed on.

Great Places 'new' service delivery model comprises of an accessible Customer Hub and mobile generic front-line neighbourhood teams, whose functionality is enabled with the use of technology; overall staff work together as one team with a focus on the management of neighbourhoods.

It is an organisational aim to increase digital customer contact to over 80%, whilst developing digital services promoting independence giving customers access to self service options at any time, allowing a focus of time and resources on those customers who are more vulnerable.

Summary of findings

At 'go-live' an impact of changes to service delivery and consequential impact upon resources and staffing, resulted in long wait times for customers to get through by phone leading to frustration, staff under pressure, an increase in complaints, some negative publicity and a lack of confidence in the service. Great Places response was to remain calm and agree an approach, which prioritised action such as recruitment to vacant posts, management of customer expectations and agree interim service standards. During our review we took figures as at the end of Feb 2019; 3 of the 6 service standards were being met, but 3 had not met their targets as outlined below.

Service Standard	Performance at end of Feb 2019
80% of calls answered within 4 minutes	70%
Ring backs within 1 working hour	14 minutes
Customer emails within 4 working hours	13 hours
Colleague emails within 24 working hours	20 hours
Web chats within 3 minutes	1.53 minutes
Satisfaction with service score higher than 7.4	7.1

At the time of the presentation, we were informed the Hub were 80% fully resourced and 75% of the team were multi-skilled, agile working was embedded with NSMs out in neighbourhoods and performance was improving. We understand the Hub is now 92% resourced and 85% of the team are multi-skilled.

The telephony system and digital offer have been reviewed;

- when contacting Great Places by phone customers hear a welcome message and then are guided through the call by means of a selection of options. Whilst on 'hold' customers are informed of an estimated timeframe for their call to be answered, as well as given the option of a call back within the hour and informed of other ways to contact Great Places, which include;
- digital methods of contact consisting of web chat, the Resident Area via the self-service portal, report a repair on-line, email or text message offering flexibility as well as choice to customers.

A recent campaign to promote the Resident Area has resulted with a significant increase of new registrations to the self-service portal with over 4000 customers now registered.

The Corporate Plan target is 'to increase the proportion of customer contacts made digitally to over 80% by March 2021'.

Digital contact from customers reported at the end of March 2019 was 54.6% of 13175 contacts logged, exceeding the current minimum target of 40% and stretch target of 45%. A target of 65% has now been set for 2019-20.

Presentation by the Head of Neighbourhoods, GM South

We heard a presentation from the Head of Neighbourhood for GM South; we were interested to learn how neighbourhood teams are working out in neighbourhoods with customers.

Areas of good practice

Roles and the service model have been reviewed resulting in frontline teams working generically in neighbourhoods with smaller patch sizes, to enable development of relationships and trust with customers. Neighbourhood service managers are central to the service model; working closely with the repairs team, customer hub, social investment and facilities management team. Functionality of frontline service is supported by legal services, welfare benefits, business intelligence and service development.

Summary of findings

Enabling frontline teams to work out in neighbourhoods increases customers' accessibility helping to develop relationships and trust resulting with greater satisfaction with services.

Greater presence on patches has resulted in issues being noticed and more being done, which has meant closer work being carried out with partners in local neighbourhoods, where required.

The use of digital devices has reduced the need to complete paperwork, freeing up time and resources to be used where there is demand.

We were informed its Great Places intention to improve the digital offer to support and enable customers, offering an experience that's consistent and bespoke to their requirements. Intelligence will be gained from customer feedback to identify and target any gaps.

Shadowing Customer Hub

We were keen to shadow the Customer Hub to observe service delivery first hand so sat in The Hub to listen to incoming calls; we took notes interpreting the interaction from a customer perspective.

Areas of good practice

- Consistent delivery of a customer focussed service, which is supported by Customer Contact Team Leaders who are on hand to give guidance and assistance, if necessary.
- Customer Hub offers a welcoming greeting including their name when answering calls, setting the tone of the call, providing assurance to callers, who are given the opportunity to present their query. Detail of the query is summarised and if required open questions will be asked to establish key facts, prior to answering the query.

- Customer Contact Officers, (CCOs) will update customer personal details, during the call to keep records relevant and make a note of the detail of the call within AXIS.
- Call detail is summarised with the customer who has the opportunity to raise any other issues, prior to closure of the interaction. We felt this is an important part of the interaction reassuring the customer, whilst demonstrating active listening, engagement and queries are important.
- Regular team meetings and staff reviews are an opportunity to discuss and share experiences of good practice and / or learning and training requirements.

Summary of findings

- We found all CCOs we shadowed delivered a consistent service, which was polite and helpful, guiding the customer through the query. Calls we observed were balanced 2 way conversations between customers and CCOs, who made good use of tone, used simple language, which was clear and showed empathy, where appropriate.
- It was felt with regards to calls we listened to that the customer experience had been as expected. Although whilst reviewing customer feedback, we noted some dissatisfaction, relating to wait times to get through on the phone as well as timescales to resolve for queries.
- Calls were managed in a calm manner, maintaining the pace of conversations, which at times may have strayed off topic, officers made good use of customer detail and notes held on AXIS.
- Whilst shadowing in the Customer Hub we observed i) customer interactions using ‘web chat’ with several queries managed simultaneously; ii) officers referring customers to the website, whilst confirming detail displayed on the website, using a 2nd screen,
- NSMs out in neighbourhoods were contacted, whilst the call was active, resulting with more queries being dealt with at ‘first point of contact’ preventing tasks being forwarded on to NSMs.
- Digital services are promoted whilst the customer is ‘on hold’ which we felt was a good opportunity to highlight these other methods customers can use to make contact.
- We found shadowing officers invaluable, re-enforcing the detail presented by the Head of Customer Contact, to support understanding of the dynamics, breadth and variety of queries.

Update from Head of Service Improvement - new Customer Experience strategy

We were interested to learn how Great Places’ intend to develop and embed a new Customer Experience strategy into service improvement. We heard the new service delivery framework principles, focus on doing ‘with’ not ‘for’ starting from the home, striving to ensure Great Places are easy to interact with, create successful neighbourhoods, working with partners for the benefit of customers.

Summary of findings

Great Places aspire to use customer characteristics, needs and aspirations to support development of the revised Customer Experience strategy; designing services around meeting customer priorities. The goal is to seek to personalise experiences, delivering fast efficient transactional services, whilst creating proactive and empathetic relationships with customers

Great Places’ ambition is for the customer to feel they have had the same experience of the service regardless of the method of contact, striving to provide a ‘right first time service’ at point of enquiry. There will be a focus on service quality and relationship with customers as well as to speed.

Desktop Review

We were impressed to hear Great Places’ ambitious approach for service delivery and felt reassured that the vision had been considered in such detail based on extensive exploration and research of services, which included customer experiences. At the time of ‘go-live’ we heard Great Places received increased numbers of complaints expressing dissatisfaction with the length of time to get through to the Hub.

During our review we heard about the action Great Places took in response to these complaints and viewed performance data, which showed improvement in call waiting times, although it was openly recognised more work is essential.

As part of our desktop review we agreed to survey and collect feedback from customers who had contacted Great Places, the Customer Hub team and to mystery shop methods used by customers to access services - key findings themes are outlined below.

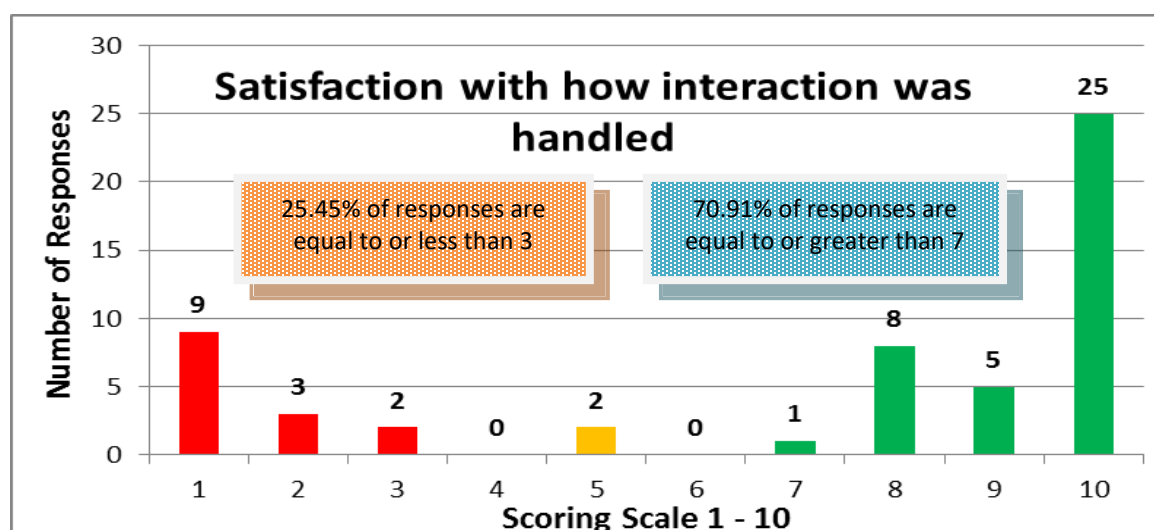
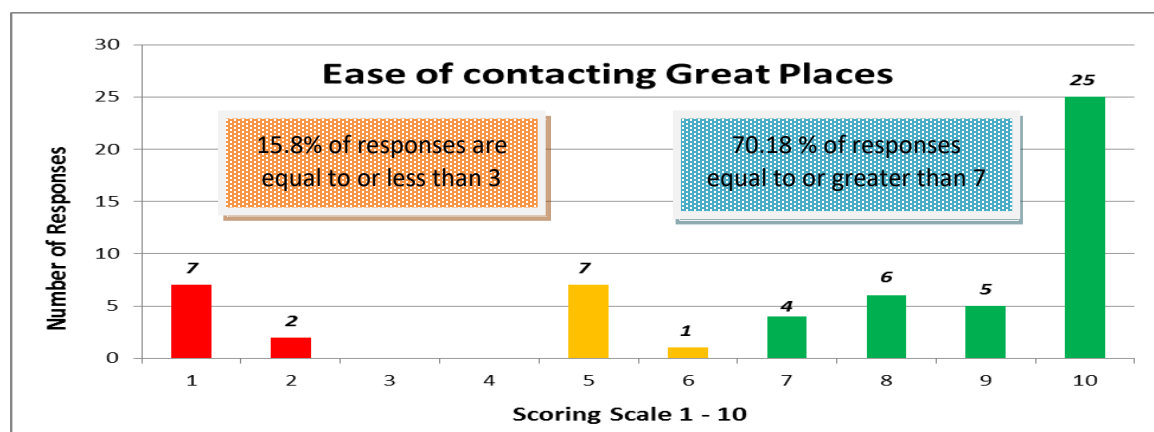
Gathering feedback from customers

Customer feedback provides detail of customer experiences and perceptions of the service offering comparative information to that gathered during presentations, providing balance to our review.

We agreed to send a survey to customers, who'd contacted Great Places with a query to ask 'how easy they'd found it to contact Great Places' and to rate their 'satisfaction with how the interaction was handled'. These questions replicate those contained in a monthly survey sent to customers by the Business Intelligence team.

We received responses from 57 of the 670 customers who were text this two question survey, representing 8.5%. The results showed that 54.4% of customers had contacted Great Places using the phone, 21% emailed and 15.8% used the self-service portal. The remaining 10% had used methods such as web chat and in person, but numbers were so small that conclusions were difficult to draw.

In relation to this sample of responses customers scored 'ease of contacting Great Places' an average of 7.42 and when asked to rate their 'satisfaction of how their interaction was handled', customers returned an average of 7.22 each on a scale of 1 – 10. The chart below shows the spread of scores given by customers and the percent of responses scoring 1 to 3 as well as 7 or above.



The average score customers gave for ‘ease of contact’ when asked by the BI team, as part of the rolling data collection for the CSF was 6.49 based on 159 responses. As a comparison this is slightly lower than the average we collected, when customers were asked the same question.

We reviewed customers’ comments to identify reasons for dissatisfaction; we noted the following;

- long wait times to get through on the telephone,
- not receiving a call back when requested, a return email or a response when action was passed on from the Hub resulting with a repeat call to the Hub
- not kept informed hence repeat calls increasing demand into the Hub.

We agreed to survey a 2nd set of questions with customers to gather further detail such as the method of interaction used and enquire if they’d consider using a digital means of contact for future queries. Customers were asked to score on a scale of 1 to 10 aspects relating to the specific method of contact used, we hoped feedback would help us establish what matters most to customers and determine their priorities. We received a return rate of 77 of 800 customers who had interacted with Great Places over a period of 2 days, representing a response rate of 9.5%.

	Average score (1 – 10)	% of scores of 10 / 10	% greater than or equal to 6	% less than or equal to 3
Felt listened to by Great Places	6.71	36	58.8	23.5
Handling of query	6.90	41	62.0	26.8
Felt informed	6.39	39	54.4	33.8
Quality of information	6.46	35	57.6	31.8
Customer service	6.89	40	64.8	28.2

The highest score given was in relation to ‘handling of queries’ closely followed by the ‘customer service’ question. The score for ‘felt informed’ was the lowest. However, nearly 40% still gave a maximum score of 10 / 10 for this aspect.

Of all 77 survey responses received 49 customers (a majority of 63.64%) asked a query or requested a service by phone, 12 customers sent an email, 7 used the self-service portal and 5 of interactions were in person. We’ve set out below more detail relating to respondents who made contact with Great Places by telephone, since this was the method of contact predominantly used in this customer sample.

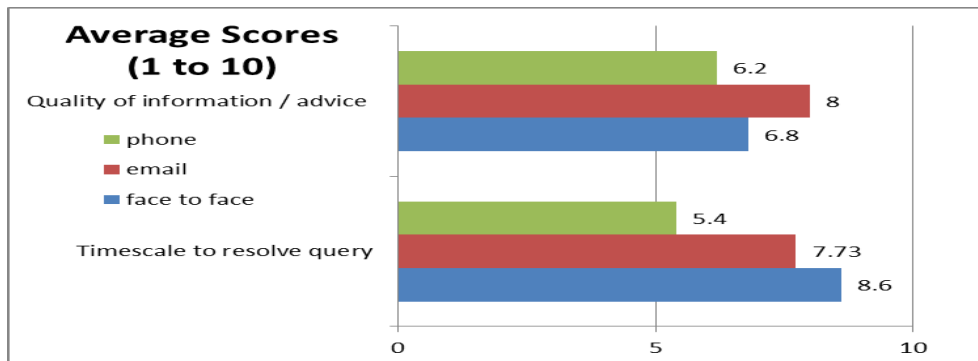
Contact by Telephone	Average score (1 – 10)	No. of scores of 10 / 10	% greater than or equal to 6	% less than or equal to 3
Wait to get through to GP	5.4	16	44.19	36.36
Time to resolve query	5.4	21	51.16	44.19
Helpfulness of staff	6.7	32	62.8	27.27
Competence of staff	6.5	30	61.4	27.27
Clearly understood response	6.4	32	61.4	34.09
Quality of response	6.2	32	61.4	34.09

The results clearly show that the ‘wait to get through’ and the ‘time to resolve a query’ are the areas where customers display the greatest dissatisfaction. Contrary to this areas around the individual staff member such as helpfulness and competence, are those where the highest scores are achieved.

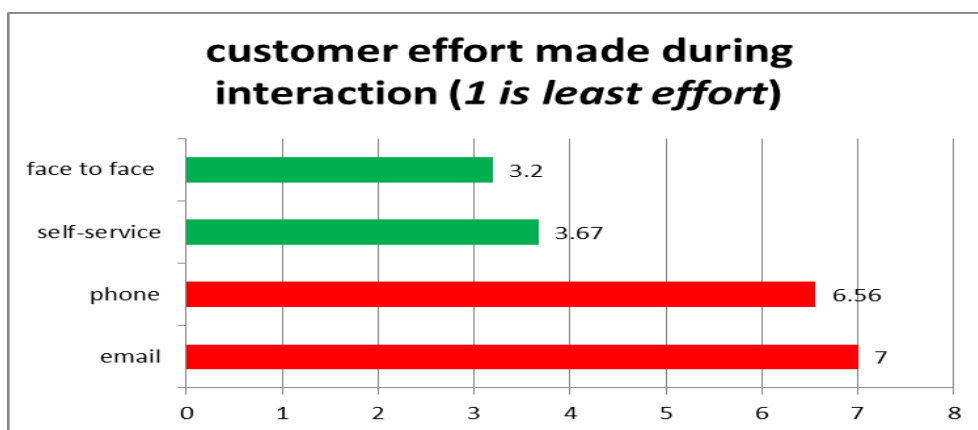
We noted 16 of 43 customers (37%) who contacted Great Places by phone scored ‘time to resolve their query’ just 1. 11 of 44 of customers (25%) scored 1 for the quality of information / advice; comments given didn’t provide sufficient detail from which to draw conclusions regarding dissatisfaction. We agreed this would be an area, which would benefit from greater exploration to understand customers’ reasons for dissatisfaction of the service when using the telephone.

We've outlined comparison feedback provided by customers who'd used email and face to face as well as phone; customers who'd used other methods were relatively low; consequently we felt there was insufficient data from which to draw conclusions of any significance.

In relation to these 2 aspects when questioned customers experienced a far more favourable service when interacting by email or face to face compared to phone.

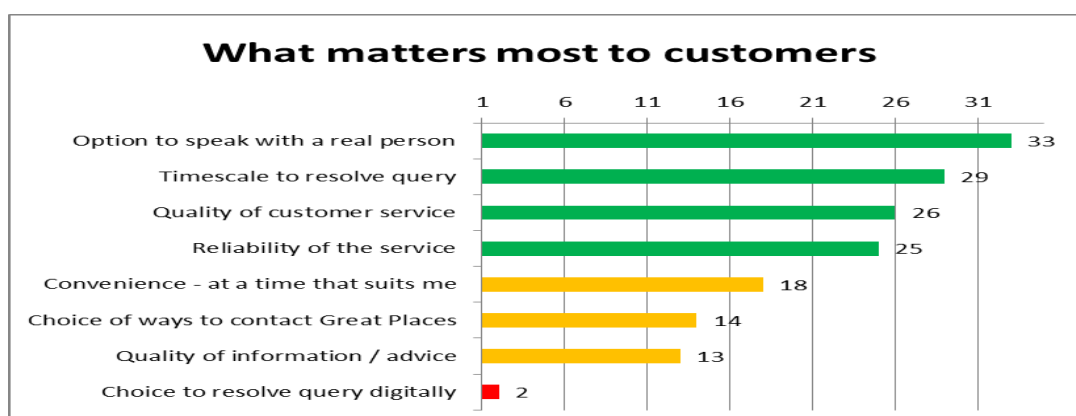


The next chart shows comparative average scores for 'effort' involved with customers' interactions using different methods of contact. Customers were asked to rate the effort on a scale of 1 to 10, where 1 was least effort. It can be seen that customers found interacting in person and on the self service portal, far easier than those who phoned or emailed with a query.



To gather insight of aspects most valued, we asked customers to choose from a list of elements those which matter most to them when contacting Great Places. The results show customers expect to receive a personable, timely service, which is consistent and reliable, highlighting that customers value the fundamental aspects of service delivery such as timescale, reliability and customer service.

With this in mind we feel it's significant, if Great Places wish to increase digital contact that customers must feel confident they can expect to receive a reliable and consistent service, which feels the same regardless of contact method used.



We also asked customers a number of questions to establish their overall view of Great Places as a landlord and the service received, results are shown below in the charts.

How customers feel overall	Average score (1 – 10)	% scores of 10
Able to interact in preferred way	6.84	33
GP cares about customers	6.65	34
Reliable – keeps promises	6.07	32
Open & Transparent	6.48	27
You Trust Great Places	6.75	35

The score for ‘keeping promises’ is by far the lowest, which resonates with feedback received from surveys carried out by the Business Intelligence team. The 2 areas which scored highest are around the ‘ability to interact in different ways’ and the ‘trust’ that customers place in Great Places.

Gathering feedback from Customer Hub team

To support the detail gathered when we shadowed officers in the Hub, we felt it would be valuable to ask the team about their experience of what works well, what doesn’t work so well and from their perspective their ideas of what may contribute to improved service delivery. We forwarded a survey to the Hub team, which asked for feedback about their experience when delivering frontline services; key points are set out below;

What helps you provide good customer service?

- Supportive colleague relationships
- Multi-skilled and knowledgeable team – on-going training
- Experienced and approachable team leaders
- Access to relevant business wide information and accurate data of customers and tenancies
- Well designed customer website with on-line portal services
- Easy to use, responsive and integrated IT business systems

What hinders you from delivering good customer service?

- Lack of knowledge / experience in Hub – 70% of team have worked less than 6 months with GP
- Preventable demand from repeat customer calls – failing to contact customers
- Customer Hub not updated with all business wide information – not working collaboratively
- Awaiting information from other teams to assist with customer queries
- Multiple digital systems
- Slow functionality of CRM business system

We asked Hub colleagues to use their experience of customer comments to feedback what ‘good customer service’ means to Great Places customers;

- First time resolution of query
- Being kept informed
- Ability to be able to easily access services, which offer convenience and choice
- Quality delivery of service, which meets customers requirements and priorities
- Polite, friendly and caring staff who listen and communicate clearly

Mystery Shopping

After hearing in presentations about the new service delivery framework, we were interested to check the functionality of the service, so carried out a number of mystery shops to test if customers were being offered a quality service regardless of the method of contact.

The telephone calls we made to Great Places were answered typically between 2 to 6 minutes after making a selection to confirm we had a ‘general enquiry’.

Whilst on hold we were advised of an 'estimated wait time', we were offered a call back and advised of other ways we could have contacted Great Places or accessed services – we chose to hold until the call was answered. Our queries were answered promptly and thoroughly by the Customer Contact Officers, the service we received was consistent with that we observed when shadowing officers in the Hub.

Members of Insight used the opportunity during our review to sign up to the self service portal, which we found was effortless and straight forward – to register a customer only requires an email address and their tenancy reference. We posed several queries using web chat and felt we experienced the same service as we'd have expected, if we made the query by phone; i.e. the same polite, friendly and relaxed tone, experienced when calling the Hub. We confirm we felt our experiences were consistent when contacting Great Places by telephone or web chat.

Other methods, we used to contact Great Places were email and the 'contact us form' on Great Places website, our findings were inconsistent response times to queries even across the same method of contact. It felt from these findings that some methods of contact lent themselves better to use dependent on the nature of the query.

One of the mystery shops we carried out was of the 'report a repair' on-line tool in the Resident Area, which turned out to be quite an effort, as a result of the service being 'out of operation' at the time of testing. It was felt if a message had been displayed to advise the tool wasn't in operation this would have saved the customer time. Undeterred the shopper chose to report the repair on-line outside the Resident Area; this time the request was submitted into the basket although less detail was requested about the repair. The shopper pursued the query by phone to provide greater detail, photographs emailed and an appointment was agreed.

It was established via exploration that an appointment isn't allocated when reporting a repair on-line and currently this isn't made clear to the user. It was felt this should be made clear to the customer as well as details of what will happen if this tool is used to report a repair. During the mystery shop, it took the shopper a considerable amount of time to become familiar with the feature and upload photographs only to find a repair wouldn't be allocated at that time, which resulted in some frustration.

We examined communal area noticeboards to consider their function with regard to communicating consistent messages with customers. Our findings were that the boards we checked didn't contain information of much value to customers or made good use of the space available. Information is inconsistent and outdated, therefore doesn't support the messages shared by the Hub, Great Places website and the new ways of working.

Although our customer survey didn't inquire about communal noticeboards, it's felt secure boards, if furnished with clear, accurate and consistent information would support other communication platforms. Noticeboards can reliably act as a way to communicate with customers who do not have access to on-line services including the website to share messages and used to promote, supporting all means of contact / access to services. Information shared on noticeboards for some customers may act as re-enforcement of the benefits of digital contact providing guidance to support a transition.

6. Review Summary

In this section, we'll summarise some observations noted whilst gathering evidence throughout the review. We were interested to note customer dissatisfaction when collating the survey feedback results, which differed to our experience when shadowing colleagues in the Customer Hub.

A number of comments submitted to support low scores centred on aspects, which suggest 'the interaction wasn't easy' or it 'involved some level of inconvenience for the customer'- for example; customer had to make a repeat call.

When asked if customers would consider using a digital method of contact to make a query in the future approximately 65-70% said 'yes' or 'maybe' others who reported 'no' suggested not having confidence in these methods, a lack of experience of using digital methods or not having access to digital on-line facilities.

Our customer feedback demonstrates there is an appetite from customer to use other methods of contact although it's clear there is still work to be done to support the move to digital methods as well as improve reliability of these features and customer trust.

Feedback results show a majority of customers who responded to our survey had contacted Great Places by telephone. Whilst collating feedback relating to customers' potential use of digital methods, we noted we'd surveyed customers by email and text message. We agreed, if we'd also used social media to survey, we may have captured greater feedback from digital users, presenting a wider representation of customer behaviour in relation to digital usage.

Our mystery shops established it was easy to register for service-service (Resident Area), which includes a number of features for customers to undertake actions such as checking rent information, make a rent payment, report anti-social behaviour or a repair.

When we used the web chat facility we each agreed our experience felt we received the same level of service and care, there was a strong sense the interaction had taken place with the same organisation, which provided us with reassurance. We feel this is an element Great Places need to be able to demonstrate to encourage customers to move to digital.

Trends illustrate fundamental aspects of the service are most important to customers;

- Get the basics right prior to providing alternative choices to will win trust and assure customers
- Quality of information is a more important aspect if the basics aren't right – customers need to feel more empowered or informed, when services aren't running smoothly
- Great Places offer digital choice but there's still a journey of work to do to support a move for some customers

In summary, it's clear taking all evidence into account that experiences associated with individual staff and teams is viewed more favourably by customers, than outcomes relating to processes such as 'getting through on the phone' or 'resolution of query'. Our recommendations reflect this.

7. Recommendations

Based on the review findings, we'd like to propose the following recommendations to contribute and help support delivery of quality customer service, which meets customers' needs and priorities.

1. Customer Hub: maximise 1st point of contact resolution' for all customer contacts considering;
 - a. training to ensure all the team are multi-skilled,
 - b. provide opportunity for team to share learning,
 - c. provision of on-hand support for officers to manage more challenging / complex queries,
 - d. emphasise importance that all colleagues collect up to date customer information and record accurate notes of interactions
 - e. continual development of inter-team relationships to support each other specifically with the flow and sharing of information
2. Ensure tasks / call backs are responded to within timescale to reduce preventable demand via repeat calls and improve the customer experience. This will help to embed a 'one team' culture across the business
3. Maximise the use of system developments to help support delivery of good customer service, some suggestions:
 - a. improved on-line portal services including Resident Area
 - b. improved speed of systems

- c. integrated systems
 - d. more automated repairs booking system
 - e. more prominence of webchat on website
 - f. review website information
4. Increase 'digital contact' - promoting and showcasing digital contact to increase usage, assisting a transition for customers who require support by developing a targeted communication plan, which considers;
 - a. benefits to customers
 - b. demonstrations & 121 support (NSM'S)
 - c. clear service standard expectations, including non-digital
 - d. how to videos and tutorials for digital methods, including support for 'login' issues linked with access to Resident Area and different audiences
 5. Website – self service portal (Resident Area)
 - a. Make the 'Live Chat' more prominent adding an outline of functions
 - b. Review ease of accessibility to info. in the Resident Area of the website – provide info. boxes
 - c. Move customer user guide 'how to use website' to a more prominent area on Home page
 - d. Add a message to inform 'reporting repair on-line' facility doesn't allocate an appointment'
 - e. Display a message advising when on-line functions ; ie) repair reporting / web chat are 'out of service' outlining alternative methods
 6. Consider better use of communal noticeboards as well as digital boards to ensure consistent information is offered to customers. Develop a procedure to ensure the relevance of information displayed is maintained demonstrating noticeboard information can be relied on as a method of communication.

8. Overall Judgement

In order to provide context to our review, we used the evidence gathered to score 4 customer focussed criteria as a 'poor, fair, good or excellent' to enable agreement of an overall judgement.

Criteria	Score
Timeliness and ease of contact	Good
Quality of the response to the query	Good
Customer kept (feeling) informed during their interaction	Fair
Overall level of customer service	Good
Overall judgement	Improving *

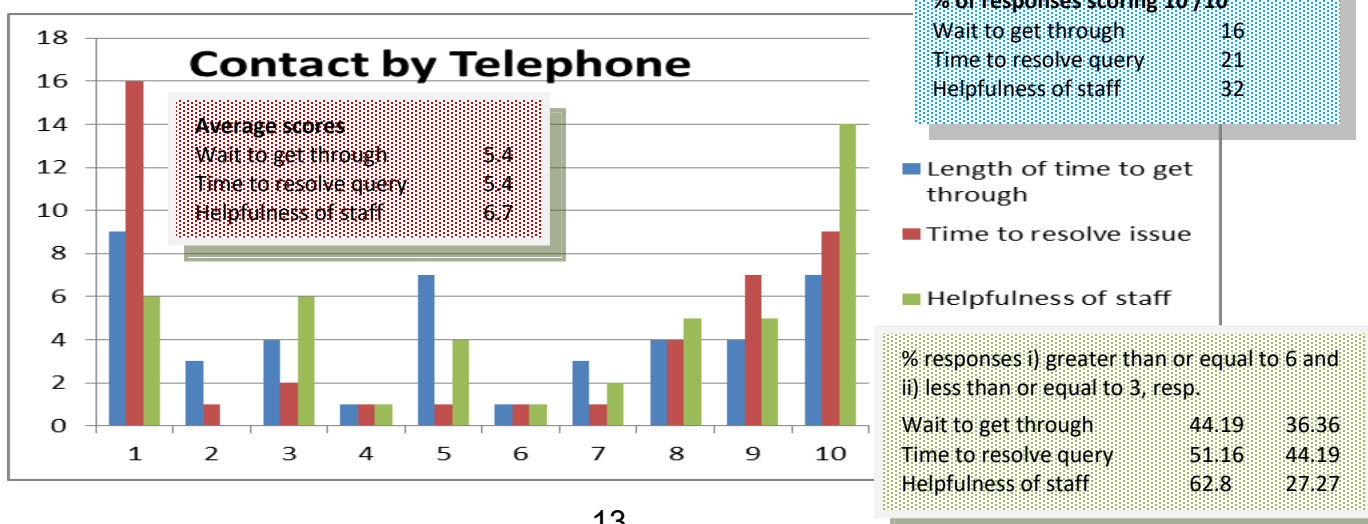
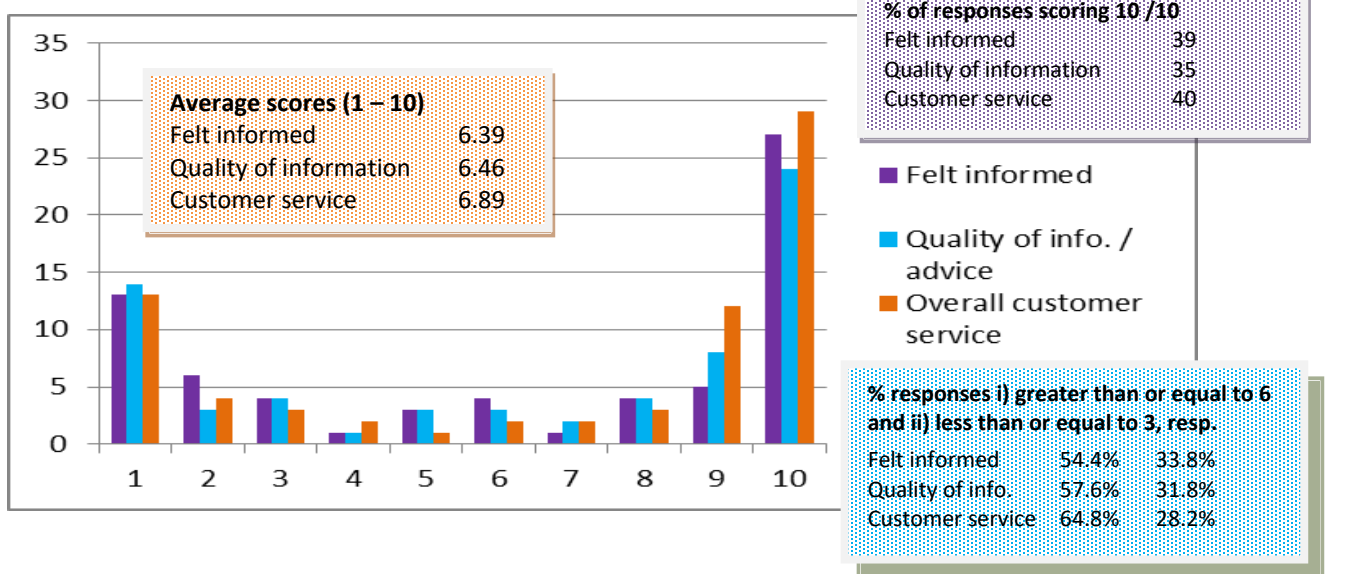
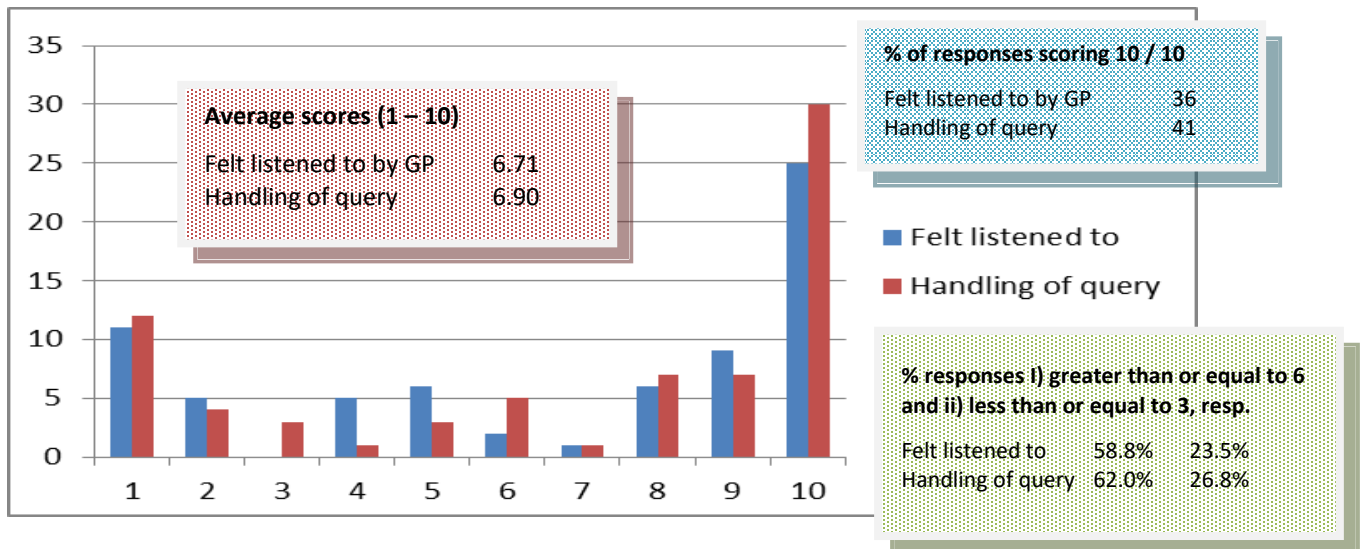
**Final judgement – improving.*

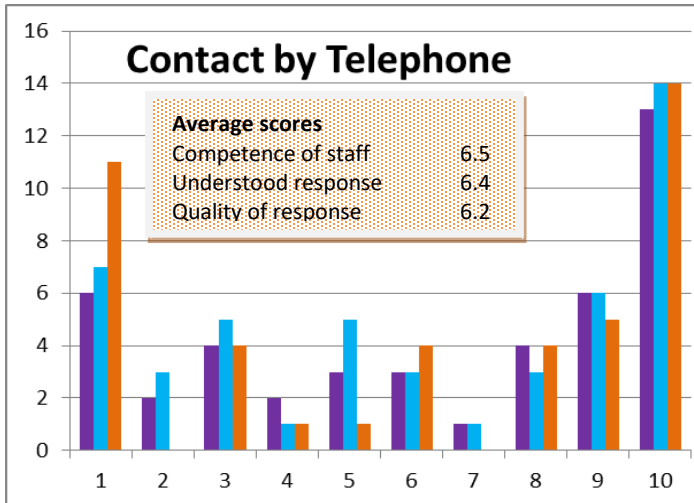
We have determined this judgement as we collectively felt that neither fair nor good sufficiently summarised our overall view of the service.

During the review we observed obvious improvement and we experienced some things, which were good. However, there were other areas that are still in need of further improvement, although we are confident that this will happen. We recognise that this is a service on a journey and it has not yet reached its final destination. We feel confident the action plan will build on the improvement that has already been made for customers to contact Great Places.

Appendix One

The charts below show the spread of scores given by customers and the average for each of the criteria. Additionally, we've outlined detail of percentages of scores greater than or equal to 6 and less than or equal to 3 as well as the percentage of 10 / 10 scores.





Average scores

Competence of staff	6.5
Understood response	6.4
Quality of response	6.2

% of responses scoring 10 /10

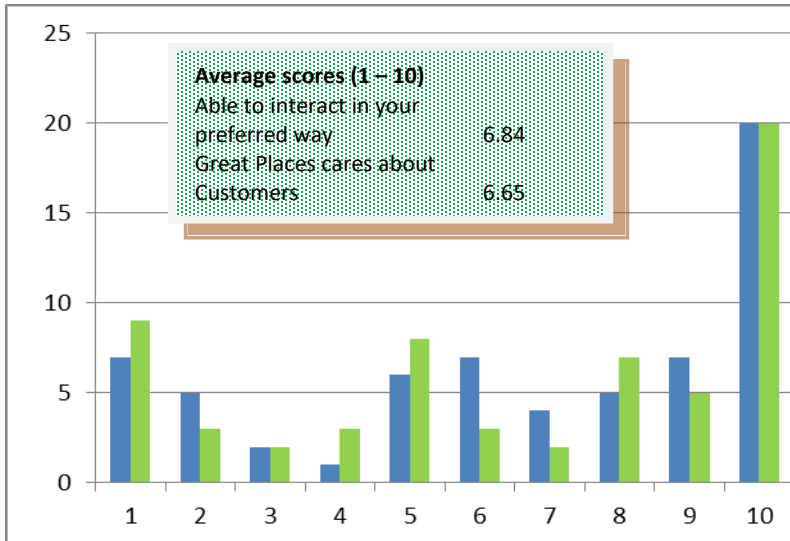
Competence of staff	30
Understood response	32
Quality of response	32

- Competence of staff
- Understood Response
- Quality of Response

% responses i) greater than or equal to 6 and ii) less than or equal to 3, resp.

Competence of staff	61.4	27.27
Understood response	61.4	34.09
Quality of response	61.4	34.09

How customers feel overall about Great Places; spread of and average scores and % of 10/10 scores



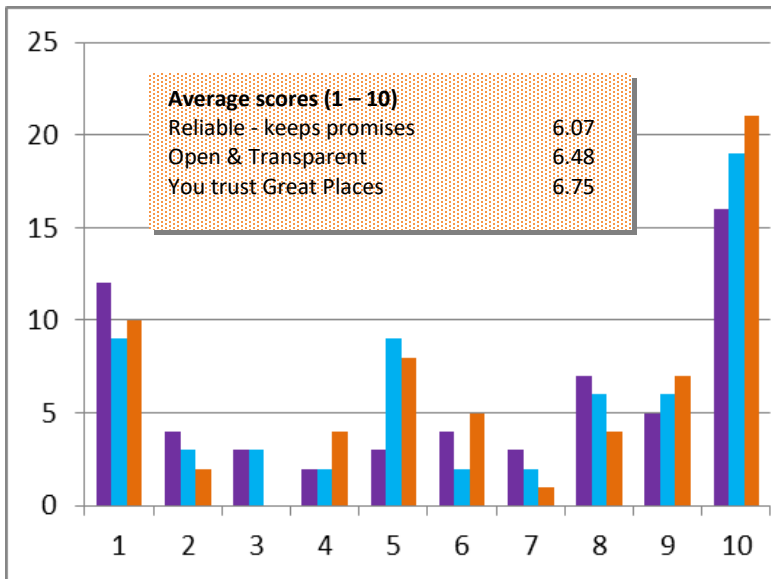
Average scores (1 – 10)

Able to interact in your preferred way	6.84
Great Places cares about Customers	6.65

% of responses scoring 10 /10

Able to interact in preferred way	33
GP cares about customers	34

- Ability to interact with GP in your preferred way
- GP cares about customers



Average scores (1 – 10)

Reliable - keeps promises	6.07
Open & Transparent	6.48
You trust Great Places	6.75

% of responses scoring 10 /10

Reliable – keeps promises	32
Open & Transparent	27
You Trust Great Places	35

- Reliable - keep promises
- Open and transparent
- You Trust Great Places