

The Cairn logo, consisting of the word "cairn" in a lowercase, sans-serif font, is centered on a light beige ribbon that has a pointed bottom edge. The ribbon is set against a dark blue background.

cairn

**Customer Excellence Strategy
2018 - 2021**

Our values

Customer First



Our customer always comes first and we will always aim to achieve high quality outcomes for customers.

Excellence



We value excellence and quality and aim to achieve high standards in all we do. We always strive to be the best that we can be.

Accountability



We are accountable for our actions and we take responsibility and ownership for outcomes.

One Team



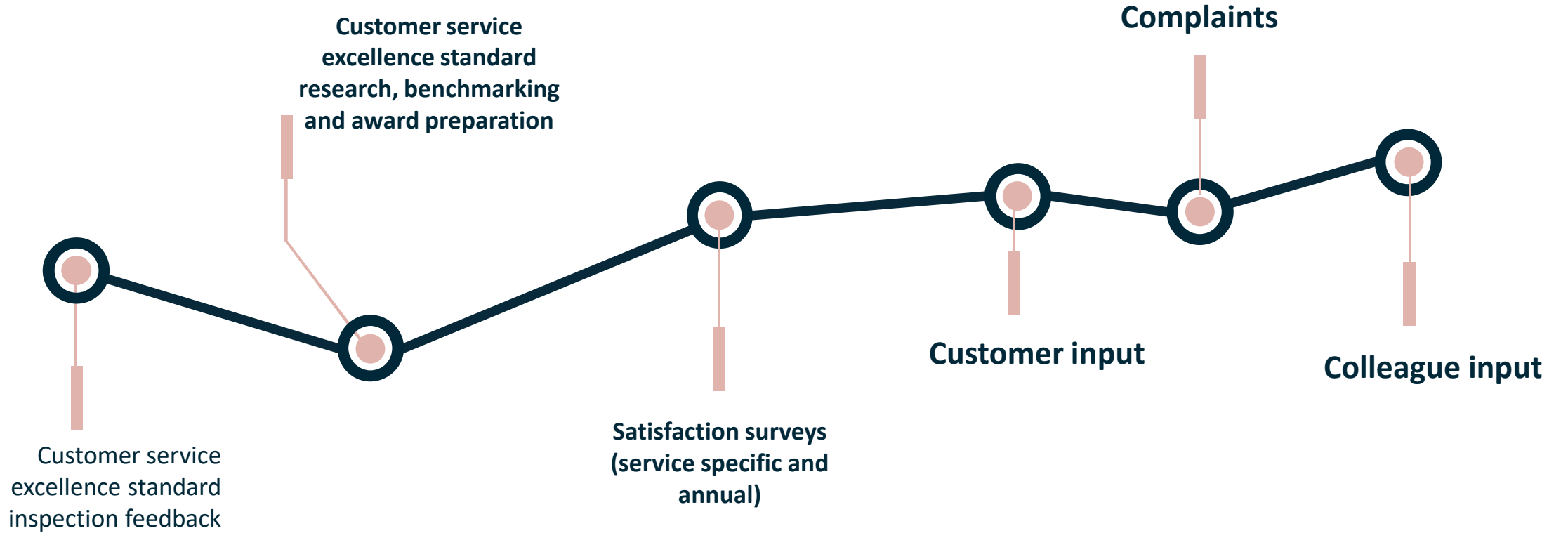
We work as one team and build excellent working relationships to achieve our goals.

Respect



We value high standards of fairness, treating everyone with consideration and dignity. We show this through our words and actions.

Our strategy development



Our research



KPMG Nunwood 2017 UK Customer Experience Excellence analysis



SHR customer satisfaction data



HouseMark / SHN benchmarking & best practice case studies



Analysis of complaints trends

Our objectives

- Facilitate & instil a 'freedom to do' approach to meeting customer needs and enable staff to provide quick and responsive service delivery
- Equip staff with the knowledge, skills and confidence to deliver an excellent customer experience including first class complaint handling skills
- Develop increased customer intelligence which informs & enhances service delivery



Our measurements

- Increased customer satisfaction
- Reduced Number of complaints
- Increased Number of compliments
- Number of first point of contact resolutions
- Effective budget utilisation by frontline staff
- Usage of mobile technology
- Number of training sessions delivered
- Number of 'you said we did' changes
- Number of Journey Mapping Reviews completed
- Number of customer care visits completed



Our critical success factors

- Improve Overall Customer Satisfaction from 86% to 90%
- Retain Customer Service Excellence Accreditation



Our actions

- Review our 'authorisation' & 'approval' processes & policies to reduce the level of bureaucracy encountered by staff in delivering customer focussed solutions (***CSE Rolling Programme Feb 2019 'Positive Service Delivery Outcomes'***)
- Promote a 'freedom to do' culture which recognises and celebrates 'outside the box' problem solving and service delivery by front-line staff (***CSE Rolling Programme Feb 2019 'Valuing Customer Focussed Staff' & 'Positive service Delivery Outcomes'***)
- Devolve budgets to service managers and front-line officers to enable rapid and localised decisions (***CSE Rolling Programme Feb 2019 'Positive Service delivery Outcomes' & 'Respond Quickly to Enquiries & Rectify'***)
- Complete review of Complaints Procedure with customers taking into account benchmarking with other providers (***CSE Rolling Programme Feb 2019 'Service Improvement Through Consultation', 'Monitor & Meet Standards & Publish Results', 'Stakeholder Review of Complaints Procedure', 'Timeliness & Quality Promises', & 'Meet Service Standards & Publicise Results'***)
- Embed a culture of trust in front-line staff to 'do the right thing' by our customers
- Deliver bespoke customer service training to all staff linked to the strategic objectives of the organisation (***CSE Rolling Programme Feb 2019 'Complaints Procedure'***)
- Continue to promote & train the appropriate behaviours and approach via Champion training delivered to all teams
- Implement system for refresher training / updates between customer service coaches and individual staff members.
- Implement a programme of regular customer care visits to ensure increased customer intelligence gathered (***CSE Rolling Programme Feb 2019 'Customer Insight' & 'Staff Understand Customer Needs'***)

Our actions

- Complete bi-annual service access reviews to ensure that customer contact arrangements are in line with intelligence ***(CSE Rolling Programme Feb 2019 ‘Service Improvement Through Consultation’ & ‘Customer Insight to Policy & Strategy’)***
- Complete at least 2 x journey mapping exercises per year to ensure that the ‘freedom to do’ approach is supported and that processes support early customer contact resolution ***(CSE Rolling Programme Feb 2019 ‘Service Improvement Through Consultation’ & ‘Improved Customer Journeys’)***
- Ensure maximum advantage taken of flexible working approach by recruiting more locally based staff to outlying stock to enable a more responsive service to customers.
- Publicise satisfaction levels & improvements ***(CSE Rolling Programme Feb 2019 ‘Service Improvement Through Consultation’ & ‘Monitor & Meet Standards & Publish Results’)***
- Utilise customer profiling information effectively to ensure that potentially hard to reach / disadvantaged groups are identified & action taken to overcome identified barriers to access ***(CSE Rolling Programme Feb 2020 ‘Hard to Reach & Disadvantaged Focus’)***
- Work with our Communications & Engagement Team to review customer engagement levels and effectiveness ***(CSE Rolling Programme Feb 2020 ‘Review Customer Engagement’)***
- Demonstrate the use of best practice & benchmarking & publicise the outcomes from this to customers & other stakeholders ***(CSE Rolling Programme Feb 2020 ‘Benchmarking Performance’ & ‘Improve Using and Publishing Best Practice’)***
- Retain CSE accreditation
- Complete assessment of ANCHO service delivery against Cairn approach / actions contained within 2013-17 & 2018-2021 strategies & implement identified improvements with Head of ANCHO services

Key Contact

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