

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



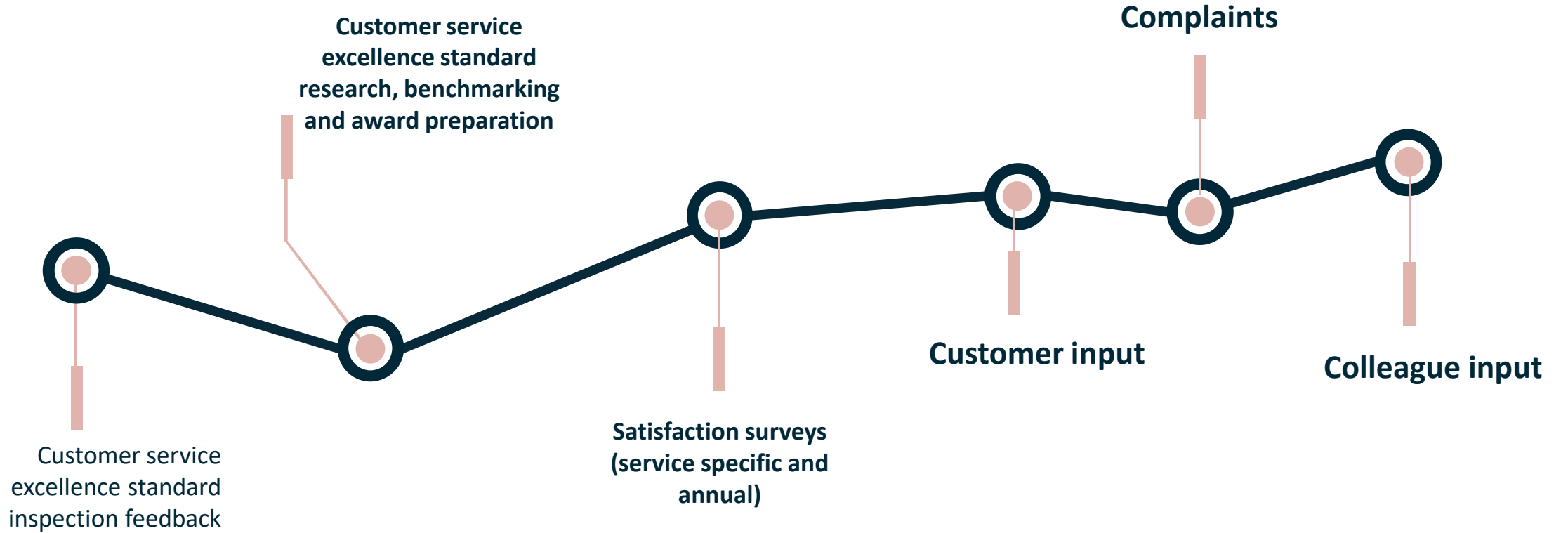
We work as one team and build excellent working relationships to achieve our goals.

## 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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