



CLYDE VALLEY  
GROUP

# Our Customer Experience Strategy

Created with purpose & action  
2020>2025

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# Our Vision & Values

Our vision is to provide high quality homes and services that make a difference to peoples' lives and their communities.

- > Be All About Customers
- > Be Ambitious
- > Be Driven By Excellence
- > Be Caring

**Together we make the difference**

# Our Group Strategic Objectives

1

## Providing a brilliant customer experience, delivering service excellence

Clyde Valley Group (CVG) wants to ensure that our customers place the highest value and trust in what we do and how we do it. This means we will make use of what we know about our customers and use their feedback to build authentic engagement and relationships that drive everything we do.

2

## Addressing housing need and offering services across all tenures

We will play a key role in meeting housing need; providing and designing homes that are fit for the future, as well as creating new business and services.

3

## The leading RSL partner to create sustainable homes and communities

We will provide support to those customers who need it most – sometimes directly and more often with our partners. We will help build resilience and opportunity in the face of the challenges of poverty, homelessness, poor health and employability, enabling people to stay in their home.

4

## Focused on value for money and excellent governance as a growing and sustainable business

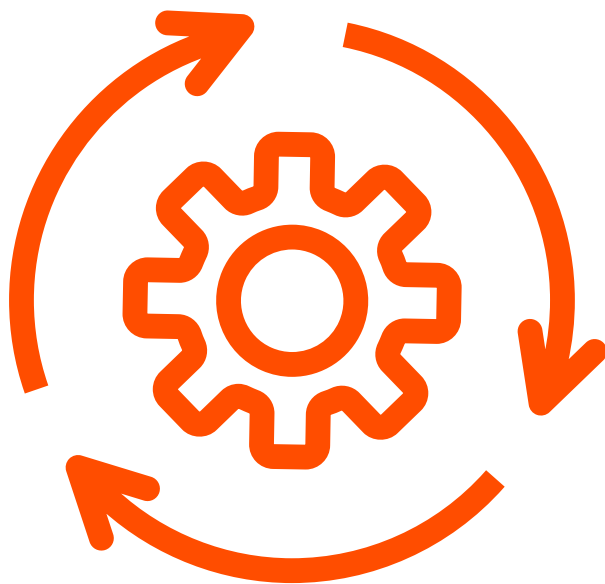
We will continue to ensure our governance, business and financial planning is robust and resilient. We will build and support strong foundations for our growth through effective workforce planning, investment in technology, and use of customer insight.

5

## Aim to be the best housing association employer, committed to developing employees to realise their potential

We will deliver exceptional results to our customers by sustaining a culture of learning and innovation, and making the most of our people's skills and talents.





# Developing Our Strategy

In developing our strategy we considered the following:

- > CSE Assessment and Recommendations
- > Customer Input
- > KPMG Nunwood 2018 UK Customer Experience Excellence Analysis
- > Colleague Input
- > Customer Satisfaction and Performance Information
- > Benchmarking – SHR and SHN

## The Core Elements of our Customer Experience



# Our Customer Experience Objectives

- 1** Deliver an Outstanding Customer Experience
- 2** Reduce Customer Effort
- 3** Support Successful Tenancies, Neighbourhoods & Communities



# 1 Deliver an Outstanding Customer Experience



## What are we going to do?

- > We will put in place a redesigned service delivery model, co-designed by customers and CVG colleagues
- > We will introduce effective customer contact and case management to provide consistent and reliable customer experience
- > We will focus on increasing opportunities for customers to engage, feedback, participate and co-create solutions with us
- > We will develop a set of measurable customer service standards. These will be co-produced with customers and will make it clear what customers can expect from CVG
- > We will track customer experience, satisfaction and sentiment through a range of feedback and monitoring mechanisms

- > We will continue to gain insight into our customers through customer profiling and segmentation to provide more personalised and targeted services
- > We will develop and launch an Older Persons' Strategy



## How will we measure customer experience?

- > Customer Satisfaction
  - Real-time feedback on service delivery
  - Thematic surveys based on specific topics
  - Annual customer satisfaction surveys
- > Net Promoter System
- > Customer Service Excellence Accreditation – increase number of compliance plus areas

# 2 Reduce Customer Effort



### What are we going to do?

- > Map, analyse, monitor and improve our end-to-end customer journey
- > Implement improved solutions for digital access and self service
- > Introduce a contact centre to provide reliable and consistent contact handling
- > Mobilise CVG colleagues through mobile working technologies to allow them to spend more time with customers and in communities and less time in the office, making them more visible and accessible



### How will we measure customer effort?

- > Establish and track our customer effort score
- > Through the use of service standards and a Customer Experience Management (CXM) system, monitor speed and quality of resolution for customers

# 3 Support Successful Tenancies, Neighbourhoods & Communities



## What will we do?

- > Work in partnership with our local authority partners through formal agreements and day-to-day interactions to improve outcomes for tenants, neighbourhoods and communities
- > Through customer profiling and segmentation, provide personalised and targeted services based on the needs of individual customer and community characteristics
- > Consult with customers on and introduce a new affordable rent strategy
- > Work with customers and communities to support customer initiatives and deliver community benefits

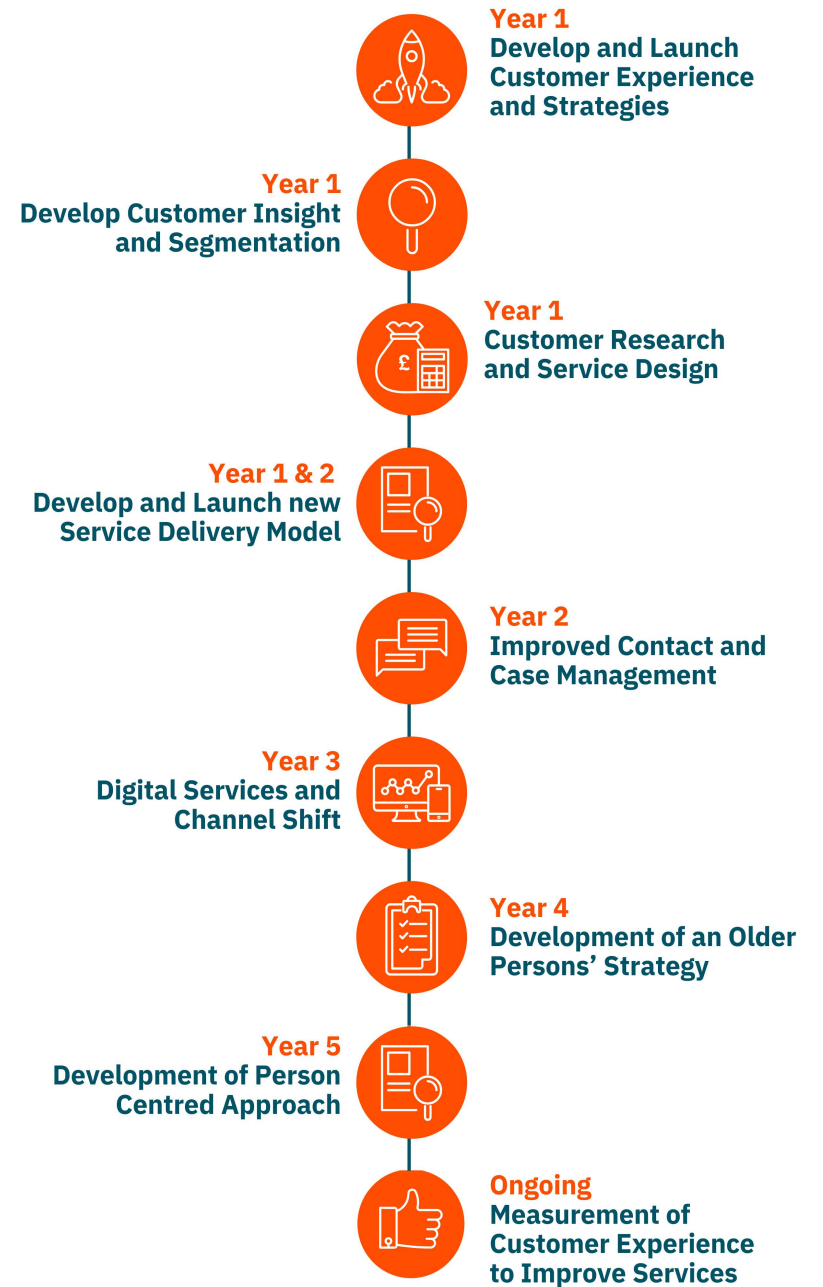


## How will we measure our support of tenancies, neighbourhoods and communities?

- > Increase tenancy sustainment rates
- > Reduce homelessness by meeting locally agreed targets
- > Establish mechanisms to monitor our impact on individuals requiring our support with their tenancy
- > Increase the number of community initiatives that we are supporting



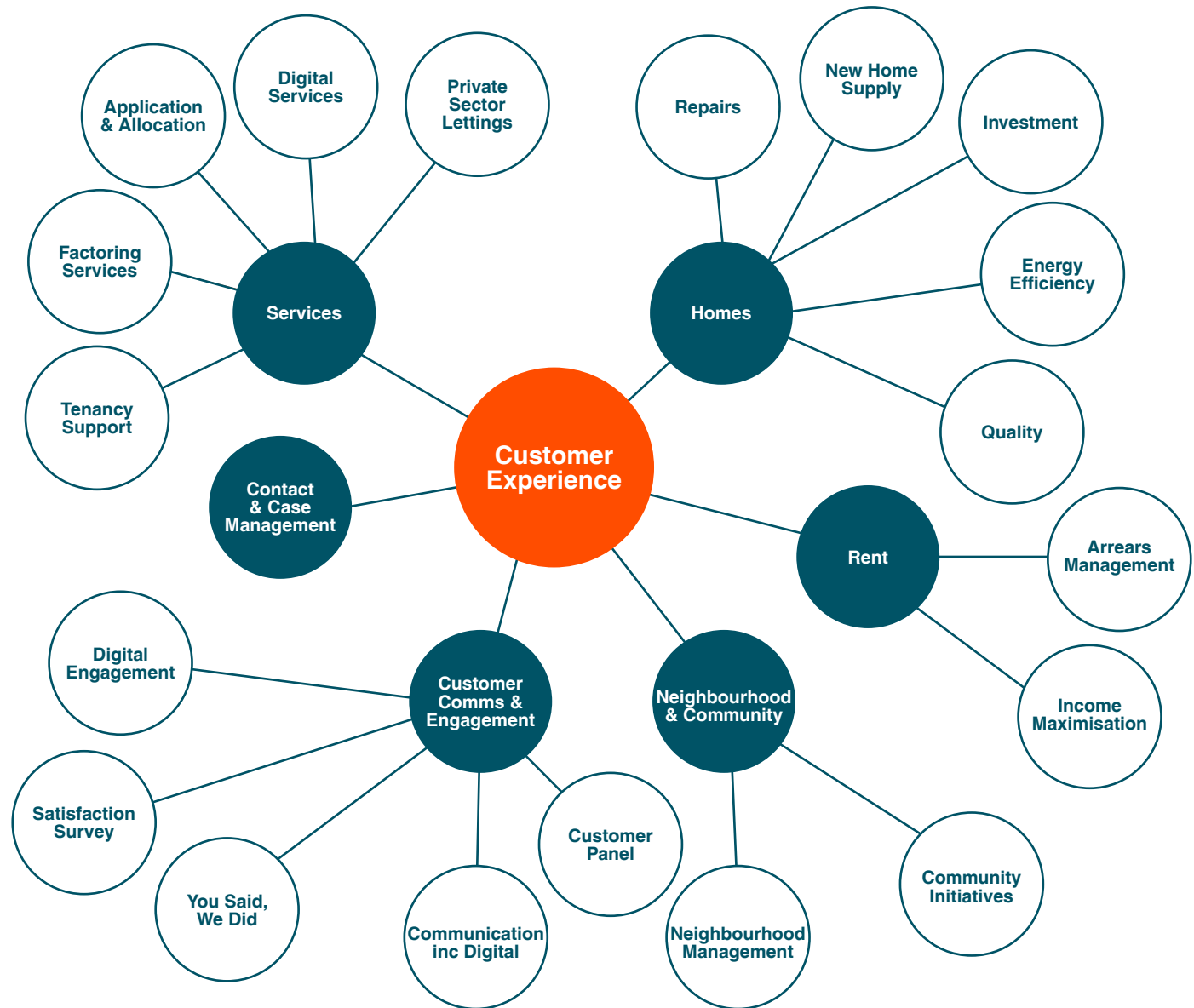
# Our Strategy Milestones



# Our Customer Experience Map

Service Standards will be developed with customers to measure:

- > Customer Effort
- > Contact Management
- > Case Management
- > Speed of Resolution
- > Quality of Resolution





# Our Customer Profiling

**We will develop profiling of our customers so that we can better meet individual needs.**



**We will use demographic characteristics including:**

- > Age
- > Gender
- > Ethnicity
- > Family and marital status
- > Employment status
- > Income level

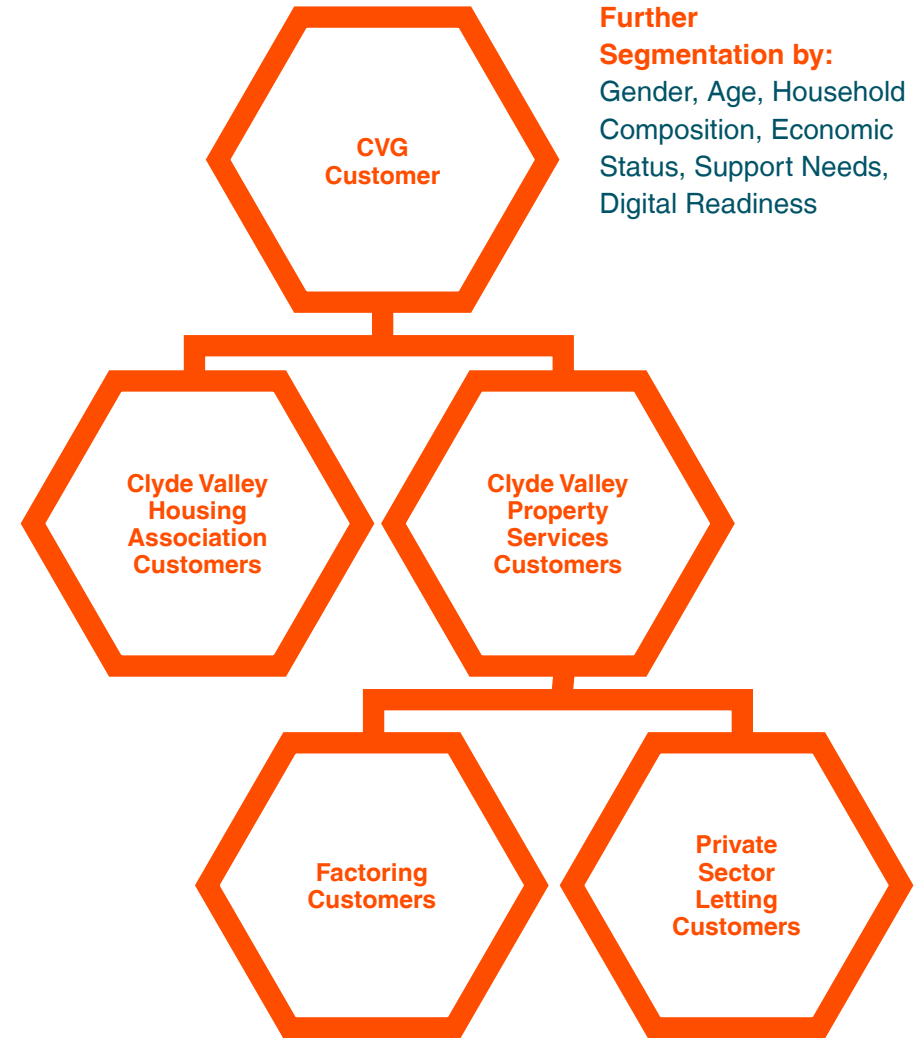


**We will also use information such as:**

- > Geographical location
- > Lifestyle
- > Life stage
- > Interests
- > Past behaviours
- > Why and how they interact
- > What they want and need
- > Content consumption habits



# Our Customer Segmentation



# Our Customer Engagement Strategy



Customer engagement (traditionally referred to as Tenant Participation) is at the heart of this strategy.

Our Customer Engagement Strategy forms a part of this overall Customer Experience Strategy and is one of the key aims of the strategy.

We also continue to work with our Customer Scrutiny Panel, providing them with the support to carry out scrutiny projects so that they can make recommendations on how to improve services across CVG.

During 2019/20, CVG took part in the Scottish Government's Next Steps Programme. Through this programme, we developed and agreed an action plan to improve our approaches to Customer Engagement. This was developed with customers, Board members and colleagues and forms the action plan for our Customer Engagement Strategy.

**The Action Plan covers 3 main aims:**

**Aim 1** Identify ways to better utilise available data sources to build a profile of customers and develop a more individualised approach to engagement.

**Aim 2** Raise awareness of customer engagement opportunities through communication to CVHA members, customers, factored owners and others.

**Aim 3** Increase the number of customers getting involved and accessing opportunities to participate and influence CVHA policy and service delivery.

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