



Customer Access Strategy 2021-2023

This strategy sets out how we will improve access to our services for all customers

Date of approval	23 November 2020
Responsible director	Paul Seymour, Executive Director of Customers and Communities
Strategy monitoring body	WCHG Board
Resident input into strategy date	Tenant Committee (up to Dec 2021)
Date for strategy review	November 2023
Linked strategies/policies	
Version/date	Reviewed Dec 2021



1. Introduction

- 1.1 Wythenshawe Community Housing Group offers a wide range of services to an increasingly diverse population of tenants, leaseholders and residents to deliver on our purpose 'to provide good quality homes and services to our tenants and leaseholders and to play a leading role in creating safer, healthier communities'.
- 1.2 The purpose of this strategy is to improve access to timely and professional services for all customers.
- 1.3 Much has changed as a result of the Covid-19 pandemic, including the way that we deliver services and how our customers contact us. An example of this is the way we have stopped taking rent payments in person at our offices. We've been able to provide personalised help to tenants who needed additional support in moving to alternative payment methods. Feedback has indicated that this approach has worked relatively smoothly from a customer perspective and has generated ongoing cost and time savings as well as reducing risk associated with collection of rent.
- 1.4 Our Corporate Plan, sets out our ambition for a digital-first approach to service delivery. This means providing high-quality, easy-access online services that most customers find convenient and useful. This approach then allows us to focus our more expensive face-to-face and telephone-based resources on those services which cannot be delivered digitally, which some customer segments are unable to access digitally and on providing extra support for customers where useful or required.
- 1.5 This strategy outlines how we will build on our current customer access offer over the next three years to December 2023.

2. Definitions and scope

- 2.1 What do we mean by Customer Access?
 - Where we offer services: your home; our offices; community centres; Frank Price Court, Ken Collis Court, Village 135
 - When we offer services
 - How we offer services
 - How you access information about your home and the services available to you
- 2.2 For the purpose of this strategy we define a customer as any person who contacts WCHG. Our most frequent customers include:
 - Tenants
 - Housing applicants
 - Leaseholders including shared owners
 - Wythenshawe residents, including young people who access our youth services or visitors to our community centres
 - Customer representatives, including MPs and Local Councillors
 - Local partners including Greater Manchester Police, Social Services, NHS Foundation Trust, Local Care Homes, DWP, suppliers, contractors

3. Principles

3.1 The principles outlined in the Corporate Plan 2020-2022 guide effective strategy implementation:

- We regularly review our progress and priorities, refreshing our strategy as appropriate
- We aim for excellence but accept good enough
- We are evidence-based
- We deliver strategic aims through SMART actions
- We use the LIFE (Lead Influence Follow Exit) model to position of role and allocate resources to services and work programmes

3.2 We have brought together information from a wide range of sources with the aim of finding out what matters most to our customers. In addition to a review of best practice, these sources have included: surveys, 1:1 interviews and group sessions with more than 800 Wythenshawe tenants and residents; customer complaints and our 'lessons learned' records; feedback from our Contact Centre about their daily conversations with customers; and zoom sessions with our Customer Panel and Tenant Committee to sense check our findings.

3.3 Customers are clear and consistent on what matters most to them in accessing our services.



4. Strategy Outcomes

4.1 We will know we are getting it right when we are consistently achieving the following outcomes:



- We work in partnership with our involved tenants and beyond, ensuring that diverse range of **resident voices** steer our service reviews and approach to customer access
- We fulfil our **equality and diversity** duties and proactively seek out opportunities to improve the quality of our services for all
- We have a **positive customer feedback culture** where complaints and compliments are welcomed equally as opportunities to improve
- **Customer journeys** are simplified and we work to ensure access to data and systems are shared by default (where appropriate) to enable improved joined up processes
- Our customers tell us they are able to engage with our services at a **time and** in a **place convenient to them**
- We work in **psychologically informed environments** which feel safe and help customers and staff have more equal and productive conversations



- We understand how a growing number of **leaseholder customers** influence our service delivery and resource allocation



- We resolve queries at **first point of contact** wherever possible

- We use **customer insight** and feedback from staff and customers to manage demand and continuously improve our services and access for customers which improves the customer experience



- Our services are **digital first**, allowing in person and telephone support to be focussed on those customers or situations which need it
- We personalise our service offer to reflect better customer preferences such as a preferred means of communication. We have a **single customer data set** ensuring data is shared securely across systems so customers only have to give their details or service request once

5. Key objectives

- 5.1 Successful delivery of the Customer Access Strategy will be measured by a range of the following outcomes which will be included in the service plans, budgets and performance targets for the following 3 years. These are aligned with the Corporate Plan and will be updated accordingly.
- 5.2 The following objectives will be tracked with appropriate measures:

#	Objective	Measures
1	Move towards a digital first approach whilst maintaining high levels of customer satisfaction	<ul style="list-style-type: none"> • Number of online and web-based transactions • Transactions completed outside of office hours • Anytime contact available through digital channels • Satisfaction with call handling, complaints and digital transaction processes
2	Develop a Customer Relationship Management (CRM) system and approach	<ul style="list-style-type: none"> • A single customer data set in place ensuring data is shared securely across systems so customers only have to give their details and service requests once • Contact data is up to date on the relevant system
3	Customer voice, customer insight and aspirations of our tenants are captured and used to shape delivery of services	Robust customer insight approach in place and actively used in decision-making, communications and service planning

4	Increase number of contacts resolved at first point of contact	<ul style="list-style-type: none"> • Percentage of contacts resolved at first point of contact • Percentage of calls that are repeat calls • Measure developed for call backs within timescales • Most common customer journeys mapped and simplified to reduce failure demand
5	Services that are accessible to all	<ul style="list-style-type: none"> • A groupwide approach reasonable adjustments in place • Our website is reviewed to ensure accessibility is optimised • Audit provides assurance that offices and services are accessible to all • Customers tell us that they are able to access services at a time and in a place convenient to them
6	Strong, evidenced resident voice	<ul style="list-style-type: none"> • Percentage of service reviews engaging residents • Diversity of resident voices heard outside of involved tenant groups

6. Alternative formats

- 6.1 We will continue to provide information on our services in a variety of alternative formats, including translation into different languages, audio, braille, large print, video, Browesaloud, sign language, easiread and video calls.

7. Monitoring and review

- 7.1 The strategic objectives detailed here will be delivered through SMART service plan actions, which will be set annually as part of the business planning and budget setting process to ensure resources are considered and put in place to deliver.
- 7.2 The strategy was reviewed last in December 2021 and will be reviewed again next in November 2023.

8. Legislative, strategy and policy links

- [Equality Act 2010](#)
- Complaints, Comments & Compliments Policy
- Communications Strategy
- Data Protection, Retention and Sharing Policies
- Equality & Diversity Strategy