

Service Delivery Strategy 2021–2025

Together with our **communities,** creating **affordable homes** and great **neighbourhoods**

Part 1 Strategic Objectives

"What matters to our customers is what matters to Eastlight. Our customers' voice, their needs and data will drive our decision making and shape our services. Our commitment to equality, diversity and inclusion underpins our strategy."

We believe everyone has the right to a safe and secure home. Our services will be influenced by our customers and communities. We want to provide more choice, in the services we provide and how and when customers can access them.

Our customers' voice, their needs and data will drive our decision making and shape our services.

This strategy ensures Eastlight Community Homes offers a great customer experience supported by an end-to-end digital service which enables customers to find the resolution they need. This supports our bold vision to be a trailblazing organisation.

Our digital offer will provide choice for our customers, who can contact us how and

when they want to. For those who need more information, we will connect them to community partners who are the experts in their field, such as Care and Support agencies, Citizens Advice or Government bodies.

Our local offer will include opportunities for customer-led solution-focused action. Local groups and representatives will have the resources they need to tackle the issues affecting them and their neighbourhoods.

To support this our teams will be based in our communities, building relationships that lead to meaningful engagement.

The primary objectives for this strategy are to:

- Improve our customers' experience of Eastlight
- Provide all of our services digitally
- Lead community partnerships

To achieve this:



Our services respond to the needs of our customers and communities.

- Our locally based teams understand the needs and aspirations of our customers and communities.
- We have mechanisms in place to gain customer feedback at a local level.
- We use real-time data to understand our service failures and shape resolutions quickly.
- Our customers work with us to shape our customer service standards.
- Our services are accessible, our customers are not excluded from using them on the basis of disability.

Our customers can contact us when and how they want.

- We will provide real-time end-to-end digital resolutions that customers choose to use because they find them increasingly more accessible, efficient and flexible.
- Our centralised customer hub will provide resolutions at first point of contact where possible.
- Our specialist teams will be the experts that have the skills and tools to deal with more complex issues for our customers.
- Where we need to connect our customers with our partners, we will guide them to their destination and ensure their queries are resolved.

We respect our customers' time.

- **Planned:** We know we need to access our customers' homes a few times a year. Our customers will have one or two appointments each year and all planned activity will take place during those visits.
- **Proactive:** We use data and customer insight to shape predictability models that prompt us to engage with our customers ahead of needing a reactive solution.
- **Reactive:** Where our planned and proactive approaches have not been able to meet customer need, we will have digitally mature services that support a first point resolution supported by our hub of customer service experts.

We communicate clearly and regularly, when needed.

- We are clear about the services our customers can expect from us.
- We guide our customers through their journey with our partners to ensure they get the best possible outcome.
- Our customers can access real-time information about their customer journey.
- We proactively contact our customers when we have failed.
- We know our customers and we flex our services to meet their individual needs.

We lead and support partnerships in our communities.

- As we are a trusted organisation, our customers often approach us first for solutions when other agencies may be better placed to help.
- Our approach will be more than signposting. We will escort customers to their destination so their issue is resolved.
- Our Braintree hub will be where we bring partners together for the benefit of our customers and communities.

These guiding principles will deliver the step change required to transform services:





Delivery Plan

			Timescale				
Deliverable	Action	Measure	2021	2022	2023	2024	2025
Customer Census	Review data and baseline for future decisions	100% of customer data reviewed and confirmed as accurate					
Eastlight's Service Offer: Phase 1	Define Eastlight's service offer	Aligned service offer for Eastlight Customers Define the what, how and when					
Delivering Eastlight's Service Offer: Phase 1	Restructure Operational Teams to deliver baseline service offer	Service accountabilities defined by Heads of Service Consistency of roles in Operational Teams					
Performance Measures	Define key performance metrics	Strategic and operational performance indicators which track trends across life of strategy					
Customer Excellence: Culture	Deliver customer excellence programme across all customer facing people	A culture of putting the customer first Increase in customer satisfaction					
Customer Engagement	Create customer engagement plan for lifetime of strategy	Customer engagement plan created					
Customer Insight Plan	Clear plan for bringing together all customer insight information	Centralised customer insight information from local links					
Customer Identification	Segmentation of customers and local demographic	Clear engagement groups					
Data Collection	Understand customer behaviours to drive future services	Real time data accessible to drive business decisions					

		Timesc					ale		
Deliverable	Action	Measure	2021	2022	2023	2024	2025		
Older Living Offer	Define our Older Living offer	Older Living strategy							
Supported Housing Strategy	Define our strategy for supported housing provision	Clear strategy for Eastlight is communicated to external stakeholders							
Local Teams Structure	Create an operational frontline team model that meets customer needs	Established Community Leads Structure							
Real-time data	Access to real-time customer data across all customer facing areas	Live data stream							
Inhouse repairs service for customers	Roll out inhouse repairs service to all customers	Repairs roll out achieved Meeting/exceeding customer satisfaction target Revised structure for inhouse team							
Digitalised customer journeys	Create end-to-end digital service offer	All customer journeys can be undertaken digitally							
Accessible services	Review customer accessibility needs and align services to them	Completed accessibility audit Opening hours driven by customer Choice of digital communication platforms (Skype, Microsoft Teams, Live Chat, Social Media) demand Real-time service updates							
Customer Self-Service Portal Phase 1	My Eastlight customer portal available to all customers	All Eastlight customers have access to My Eastlight							
Customer Self-Service Portal Phase 2	Review portal offering and set direction for future	Clear roadmap on how we can build customer portal offering							
Customer Portal Phase 3	Implement portal review findings to deliver digital services	A customer portal that delivers end to end digital access of services							
Customer Interaction Review	Review all customer interactions and shape combined visit offer	Proposals and roadmap for combined visits							
Combined Service Delivery	Implement combined service delivery model	Year on year reduction in number of visits							
Prediction model	Use data to predict future needs	Operations teams using prediction model to proactively contact customers							
Customer Relationship Management (CRM) Delivery	Roll out and relaunch CRM to all our People	All customer interaction tracked through customer relationship management tool							
Customer Charter	Co-create a customer charter with our customers	Produce and share a customer charter with our customers							
Digital access for our frontline people	Live access to all frontline systems to enable first point resolution	Frontline people have access to systems to support customers at point of interaction	-						
Gamification	Exploration of gamification benefits to involved customers	Roadmap to embed gamification within our customer involvement if appropriate							
QR project	QR codes for customers to access live documents for blocks	All blocks have QR codes that customers can use to access safety assessments for their blocks							
Resolutions Team	Launch and embed resolutions team and methodology	Resolutions centralised as part of Customer Insight work, allowing proactive engagement							
Eastlight Partnership Hub	Create space for partnership working at Braintree hub	ship Partners delivering services through							
Lighthouse Approach	Design and implement how we lead customers to service partners	Co-ordinated service offering with ability to be tracked							

Part 2 Governance

Executive Lead: Executive Director of Operations

Leadership of Strategy: Housing Services Director and Property Director

Annual oversight of strategic KPIs: Customer Influence Committee Board

Bi-annual review of progress against plan: Executive Directors

Board Discussion and Community Gateway Group	January 2021			
Board Decision	March 2021			
Customer Influence Committee (Review of deliverables and milestones)	July 2021			

Resourcing

This main requirements for resourcing will be within the existing operations budgets. The following areas show where they may be significant costs associated to delivery of the strategy:

Customer Census/Customer Identification	2021-2023
Delivering Eastlight's Service Offer: Phase 1 (Restructure)	2021-2022
Customer Excellence: Culture (Customer programme for our people)	2022-2025
Digitalising Customer Journeys/Customer self-service portal	2022-2025
Older Living offer	2022-2023
Supported Living offer	2022-2023
Prediction model	2022-2025
Leading customers to service partners	2022-2023

Risk Assessment

Our Board is open to change in areas of innovation and technology. This strategy via investment in technology will anticipate future customer needs and we will focus on being innovative as a 'fast follower'.

Risk	Description	Mitigation
 Customer apathy Lack of skills within our people to deliver strategy Digital platform not suitable to deliver objectives Stakeholder buy-in with partnership working 	 Lack of engagement from customers with new approach to delivery Reduction in visits not achieved Increase in digital use not achieved Reputational damage Antiquated service delivery methods 	 Customers shape strategy Guiding principles of service delivery strategy Strategy approved by Board Delivery plan/milestones reviewed by Customer Influence Committee Delivery plan oversight by Executive Team Delivery plan monitored by Operations Leadership Team Consumer Standards reviewed against strategy deliverables

Value for Money

In 2019-2020 we moved the majority of our services to a virtual or digital first approach. This reduced travel time, mileage costs and our carbon footprint. We will continue these reductions.

This strategy aims to make the best use of our resources and technology to provide our customers with a great service.



We will:

- Increase the efficiency and effectiveness of our systems, processes, and people.
- Embed the pursuit of increased efficiency and effectiveness in all that we do.
- Challenge current practices and approaches in order to improve performance, and position Eastlight to meet future challenges.
- Use our data to understand our customer behaviours and drive future service delivery in line with their priorities.
- Digitalise all customer journeys and drive first point resolution.
- Use prediction models to reduce reactive customer interactions and plan our resource around real customer demand.
- Reduce the amount of travel required of our people by consolidating visits.



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