

Applied Leadership and Management in the Workplace

Module Assignment Submission

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Statement of Confirmation of Authenticity

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1.0 Introduction

Customer experience has become a significant factor in organisational success, influencing customer satisfaction, loyalty and value. Organisations are increasingly required to understand and respond to customer needs, wants and expectations whilst maintaining effective quality processes and customer relationships. Lemon & Verhoef (2016) argue that customer experience extends beyond individual services and incorporates every interaction a customer has with an organisation throughout the customer journey, highlighting the importance of consistently meeting customer needs and expectations at each stage of service delivery.

This report critically analyses the customer experience within Codi's community support service to adults with learning disabilities. The report examines customer value, creation, relationship management and organisational quality processes whilst evaluating how effectively the organisation meets customer needs and expectations.

1.1 Organisational Background

Codi provides a community service to support adults with learning disabilities to live independently in their day to day lives as best they can. The services operate in Swansea's SA1 and SA2 areas and includes support with appointments, medication management, shopping, community engagement and daily living activities. Referrals are primarily received through Swansea Council Social Services and adopts a multi-agency approach to support delivery, involving collaborations with finance managers, care managers and health professionals. Working collaboratively, aims to ensure that service users receive coordinated support that promotes independence, safeguards wellbeing and facilitates the achievement of individual outcomes identified within care and support plans.

1.2 Report Purpose and Scope

The purpose of the report is to critically analyse the customer experience within Codi's community support services. The report examines how customer value is created and maintained through the customer lifecycle, whilst evaluating the effectiveness of customer relationship management and organisational quality processes in meeting customer needs, wants and expectations.

The scope of the report focuses on the experience of service users receiving community-based support. Academic theories and models relating to customer experience, value creation, engagement, relationship management and service quality will be applied to evaluate current organisational practices. Special attention will be given to customer value creation alongside the benefits and challenges associated with maintaining positive customer relationships and delivering high-quality support services.

2.0 Customer Experience Factors

As customer experience becomes increasingly important in determining organisational effectiveness and customer satisfaction, it is necessary to explore the factors that shape customer perceptions and influence service delivery. This section will analyse the customer experience within the context of community support services.

2.1 Understanding Customer Experience

According to Lemon and Verhoef's (2016) customer experience framework, customer experiences are shaped by cognitive, emotional, behavioural, sensory and social responses that occur throughout the customer journey. Organisations must understand how these interactions influence customer perceptions, satisfaction and loyalty to deliver services that meet customer needs and expectations.

Within Codi, customer experience extends beyond individual service encounters and encompasses all interactions between service users and the organisation. In the context of Codi, customer experience is influenced by referral processes, support planning, daily interactions with support staff, multi-agency communication and ongoing review processes. Therefore, the quality and consistency of these interactions can significantly impact customer satisfaction and perceived value.

As customer experience is influenced by the extent to which organisations understand and respond to customer requirements, it is necessary to examine customer needs, wants and expectations in greater detail.

2.2 Understanding Customer Needs, wants and Expectations

Understanding customer's needs, wants and expectations is essential for organisations seeking to deliver positive customer experiences and creating customer value. Although these concepts are closely related, each influence how customers perceive service quality and satisfaction, requiring organisations to tailor services to meet individual expectations.

Below is a table of these needs, wants and expectations within Codi's community support services.

Aspect	Definition	Example within Codi
Customer Needs.	Essential requirements necessary to achieve desired outcomes and maintain wellbeing.	Medication support, healthcare access, safety, financial support and independent living assistance.

Customer Wants.	Preferences that enhance the customer experience but are not necessarily essential.	Consistent support workers, social opportunities, greater choice and flexibility of support.
Customer Expectations.	The level of service customers anticipate receiving from the organisation.	Reliable support, effective communication, respect, dignity and person-centred care.

As shown above, customer needs relate to essential support, whereas wants and expectations influence how service users perceive the quality of care they receive. Within Codi, reliable support, continuity of staff and effective communication are particularly important, as failure to meet these expectations may reduce customer satisfaction and trust despite essential support being provided.

The Kano Model provides a useful framework for understanding how different customer requirements contribute to satisfaction. Kano et al. (1984) proposed that customer requirements can be categorised according to their impact on satisfaction. More recent research by Mkpojiogu & Hashim (2016) highlights the importance of distinguishing between basic expectations, performance and attractive features when designing customer-focused services.

Must-be requirements are the essential services that customers expect as standard. Within Codi, these include reliable support visits, medication support, safeguarding procedures and access to healthcare services.

One-dimensional requirements increase customer satisfaction as service performance improves. In practice, these requirements may include effective communication, continuity of support staff and responsiveness to changing customer needs. Improvements in these areas are likely to positively influence customer's perceptions of the service.

Attractive requirements are unexpected features that enhance customer satisfaction when provided. Within Codi, examples can include additional opportunities for social inclusion, support with community engagement and personalised activities.

The Kano Model demonstrates that customer requirements contribute differently to customer satisfaction. Whilst Codi aims to deliver person-centred support, ongoing staff shortages and turnover may affect the consistent delivery of services, potentially reducing customer satisfaction despite efforts to provide personalised care.

2.3 Organisational Expectations from Customers

Whilst organisations have a responsibility to understand and meet customer requirements, effective service delivery also relies upon customer participation and

engagement. Relationship Marketing Theory suggests that successful customer relationships are built upon cooperation and long-term interaction between organisations and customers as suggested by Hunt et al. (2006).

As a community support service, Codi expects a level of engagement from service users when completing support plans, attending appointments and participation in reviews. Service users need to communicate their changing needs and work towards independence where appropriate. These aspects ensure that Codi can provide the correct level of support in the correct contexts.

However, not all service users meet these expectations equally. Learning disabilities vary significantly between service users which cause a communication barrier. Therefore, organisations such as Codi must adopt a flexible and person-centred approach to account for the varying levels of independence, communication ability and support needs.

The development of positive and cooperative relationships between organisations and customers is essential to achieving successful service outcomes. As a result, organisations increasingly utilise Customer Relationship Management (CRM) strategies to strengthen customer relationship, improve satisfaction and support long-term engagement.

2.4 The Strategic Importance of Customer Relationship Management

CRM refers to the processes and strategies organisations use to develop, maintain and enhance relationships with customers. CRM aims to improve customer satisfaction, increase customer retention and create long-term value through effective relationship building and communication as suggested by Chen & Popovich (2003). Rather than focusing solely on individual transactions, CRM adopts a customer-centred approach that seeks to understand customer needs and deliver services that promote positive experiences and long-term relationships.

Within Codi, CRM plays an important role in establishing trust and maintaining positive relationships between service users and support providers. Effective relationship management contributes to the delivery of person-centred support by enabling support workers to understand individuals' needs and preferences. Strong customer relationships may also encourage greater engagement with support plans, reviews and wider service provision, ultimately contributing to improved outcomes and customer satisfaction.

Effective CRM extends beyond individual interactions and requires organisations to understand how customer relationships develop over time. Therefore, it is important to examine the stages of customers progress and their relationship with the organisation.

2.5 Customer Lifecycle Analysis

The customer Lifecycle model explains how customer relationships develop and evolve over time. Tomczyk (2016) suggests that organisations should consider customer value and engagement throughout the entire lifecycle, enabling them to improve service delivery, customer satisfaction and long-term relationships. Within Codi, the customer lifecycle includes referral, assessment, care planning, service delivery and regular reviews, each providing opportunities to enhance customer experience and create value.

The referral and assessment stages shape customers' perceptions whilst identifying individual support needs and informing person-centred care planning. Involving service users in care planning encourages participation and helps ensure support reflects individual goals and preferences.

During service delivery, interactions with support workers and partner professionals influence customer experience. Continuity of care, effective communication and regular reviews support service improvement, customer engagement and long-term relationships.

The customer lifecycle demonstrates that customer experience is shaped by every interaction. Whilst Codi has effective assessment and review processes, staff shortages and turnover may affect continuity of care and relationship development. Maintaining positive experiences throughout the lifecycle is therefore essential to creating customer value and sustaining long-term relationships.

2.6 Customer Journey Mapping

Customer Journey Mapping is a tool used to visualise and analyse the interactions customers have with an organisation throughout their service experience. According to Lemon and Verhoef (2016), understanding customer touchpoints enables organisations to identify opportunities to improve customer satisfaction, value creation and service quality. Within Codi, customer journey mapping can assist organisations in understanding how service users experience support throughout their relationship with the organisation.

The Customer Journey Mapping found in Appendix A illustrates the customer journey experienced by service users receiving community support from Codi. The journey encompasses referral, assessments, care planning, service delivery and reviews, with each stage containing multiple customer touchpoints that influence perceptions of service quality and overall customer satisfaction.

3.0 Customer Value and Customer Engagement

Customer value has become a central consideration for organisations seeking to develop positive customer experiences and maintain long-term relationships. Abo ElHamd et al. (2021) argue that understanding and delivering customer value is

essential for enhancing customer satisfaction, engagement and organisational performance. This indicates that organisations must identify the factors that contribute to value creation and how effectively services meet customer needs and expectations.

3.1 Understanding Customer Value and Customer Centrality

Customer value refers to the benefits customers perceive they receive from a service in comparison to costs or effort involved in obtaining it. Woodruff (1997) defines customer value as a customers perceived preference and evaluation of the services that attribute to and facilitate the achievement of their goals and desired outcomes. This suggests that value depends on how effectively a service helps customers achieve desired outcomes.

Within Codi, customer value is created through support activities that promote independence, wellbeing and social inclusion, including assistance with healthcare appointments, medication management, shopping and community engagement. Value is determined by the outcomes achieved rather than the activities themselves. Customer centrality supports this approach by placing service users at the centre of decision-making and service delivery. Person-centred support planning, regular reviews and tailored support help ensure services reflect individual needs and preferences.

Whilst Codi is committed to delivering customer-centred support, maintaining consistent customer value remains challenging. Staff turnover, sickness leave and communication difficulties may affect continuity of care and influence customer perceptions of the service. Therefore, the value experienced by service users may vary depending on the quality and consistency of support provided.

3.2 Four Categories of Customer Value

Customer value extends beyond functional benefits. Almquist et al. (2016) categorise customer value into four groups. Functional, emotional, life-changing and social impact value. This framework enables organisations to evaluate how services create value beyond the immediate delivery of services.

Functional value refers to the practical benefits customers receive from a service. Within Codi, this includes medication management, healthcare appointments and financial support, enabling service users to maintain their health, safety and independence.

Emotional value relates to the reassurance, trust and security customers gain through positive relationships with support staff. These relationships may reduce anxiety and enhance feelings of security. Service users may derive emotional value from knowing that support is available when required and from developing trusting relationships with staff members.

Life-changing value reflects long-term outcomes that have significant and lasting impact on customers' lives. Within Codi, support services are designed to promote independence and personal development, enabling service users to achieve individual goals and participate more actively within their communities. Therefore, support that increases confidence, develops life skills or enables greater independence may generate substantial life-changing value.

Social impact value reflects the wider benefits services create for individuals and society. In practice, support often enables service users to access community activities, maintain social relationships and participate in society. By reducing social isolation and promoting inclusion, the organisation contributes not only to individual wellbeing but also to broader social outcomes.

Analysis of the four categories demonstrates that customer value extends beyond the delivery of practical support services alone. Whilst functional value remains essential, emotional, life-changing and social impact value may be particularly significant within community support services. However, the extent to which these forms of value are achieved may depend upon factors such as continuity of support, staff availability and effective communication. Consequently, organisations must consider multiple dimensions of value when evaluating customer experience and service effectiveness.

3.3 Customer Engagement Value

Traditional measures of customer value often focus on the financial contribution customers make to an organisation over time. However, Kumar et al. (2010) argue that customers create value in ways that extend beyond direct financial contributions. Customer Engagement Value (CEV) recognises that customers may contribute to organisational success through participation, feedback, cooperation and advocacy, highlighting the importance of considering both direct and indirect forms of value.

Kumar et al. (2010) also suggests that some customers may be undervalued when organisations focus solely on direct contributions. These customers may actively participate, provide feedback or positively influence others, generating value that is not immediately visible through traditional measures. In contrast, some customers may appear highly valuable based on direct contributions but provide little additional value through engagement.

In practice, customer engagement may be demonstrated through participation in reviews, involvement in support planning and effective communication with support workers and other professionals. Service users who actively engage with care arrangements may contribute to improved service delivery by identifying changing needs and providing valuable feedback. Therefore, customer engagement can support continuous service improvement and enhance the effectiveness of person-centred care.

Whilst CEV provides a broader understanding of customer value, its application within community support services may present challenges. Levels of engagement can vary significantly depending on individuals age, communication abilities and support requirements. Therefore, organisations must recognise that some service users may create value in ways that are not easily measured through traditional engagement indicators. Whereas Customer Lifecycle Value focuses primarily on the long-term direct contribution of customers, CEV adopts a broader perspective by recognising the value generated through customer participation and engagement. This broader approach may be particularly relevant within community support services where customer outcomes and engagement are often more significant than financial measures alone.

3.4 Direct, Indirect and Engagement Value: Critical Evaluation

Customer Value can be viewed from both direct and indirect perspectives. Direct value refers to the immediate benefits customers receive from a service, whilst indirect value encompasses wider contributions that support organisational effectiveness. Graf and Maas (2008) focus on customer value from the customers perspective, arguing that value is determined by how well a service fulfils customer goals. In contrast, Kumar et al. (2010) focus on the value customers create for the organisation through engagement, referrals and feedback.

Within Codi, direct value is created through the provision of practical support that enables service users to maintain their wellbeing and independence. Support with healthcare appointments, medication management, shopping and daily living activities provide immediate benefits that help customers achieve desired outcomes. These services contribute to the functional value discussed previously and represent the most visible form of customer value.

Indirect value is created within community support through customer participation and engagement with the service. Service users who actively engage in reviews, contribute to support planning and communicate their changing needs provide valuable information that can support service improvement. Positive engagement may strengthen relationships between service users and staff, contributing to improved customer satisfaction and more effective person-centred care. Whilst the recognition of both direct and indirect value provides a more comprehensive understanding of customer value, measuring indirect value can be challenging. Levels of customer engagement may vary, depending upon and individuals' capability and confidence. In community support, opportunities for customer involvement are provided through reviews and support planning, however, staffing issues and communication challenges may affect the consistency of these engagement opportunities. Therefore, organisations must recognise that customer value extends beyond measurable service outputs and includes broader relational and social outcomes.

Overall, the evaluation of customer value within Codi demonstrates that value is created through both direct service provision and indirect customer engagement. This highlights the importance of organisational need to consider a range of value

dimensions when assessing service effectiveness and customer outcomes, rather than relying solely on traditional measures of service delivery.

4.0 Relationship Management and Customer Retention

The development and maintenance of positive customer relationships are fundamental to the delivery of high-quality customer experiences and the creation of long-term value. As discussed in the previous section, customer value extends beyond the direct delivery of services. Therefore, organisations must implement strategies that support relationship development, encourage customer engagement and promote long-term satisfaction.

4.1 Relationship Management and Relationship Marketing

Following on from the strategic importance of CRM, this section will now look at how to effectively maintain and manage relationships with customers. Payne & Frow (2005) suggest that CRM enables organisations to better understand customer needs, improve communication and enhance long-term customer relationships. Therefore, effective CRM plays an important role in supporting customer satisfaction and retention.

Relationship Marketing also extends beyond individual transactions and focuses on developing long-term relationships, between organisations and customers. Grönroos (1994) argues that maintaining customer relationships is often more valuable than continuously acquiring new customers. This highlights that organisations need to prioritise trust, commitment and ongoing customer engagement as part of their relationship management strategy.

Within Codi, CRM principles are demonstrated through personalising plans, face to face reviews and ongoing communication with service users and external professionals. Unlike many commercial organisations, community support services rely heavily on relationship quality and trust to achieve positive outcomes. Therefore, the development of long-term relationships between service users and support workers represents an important aspect of service delivery.

Although CRM and Relationship Marketing provide valuable frameworks for developing customer relationships, organisational challenges may affect their effectiveness. Within Codi, high staff turnover and poor department communication may disrupt relationship continuity and reduce opportunities for trust development. Consequently, maintaining strong customer relationships requires not only effective systems and processes but also organisational stability and consistent service delivery.

4.2 Customer Segmentation and Customer Centrality

Customer segmentation enables organisations to recognise that customers have different needs, preferences and expectations. Marcus (1998) suggests that customer-focused organisations should move beyond standardised delivery and adopt a more personalised approach to reflect customer requirements. This is particularly relevant within community support services, where service users often have diverse support needs and levels of independence.

Within Codi, service users range from individuals in their early twenties to those in their eighties, resulting in varying requirements for support. Where some individuals require assistance with medication management, others may benefit from support focused on social inclusion and community engagement. Therefore, segmentation enables services to be adapted to individual circumstances rather than applying a uniform approach to all customers.

Customer centrality further supports this approach by placing customers at the centre of decision-making and service delivery. Sheth et al. (2000) argue that customer value is created when organisations understand and respond to the unique needs and preferences of individual customers. Woodruff (1997) suggests that value is determined by the extent to which services help customers achieve desired outcomes. Within Codi, this principle is reflected through person-centred planning and regular reviews. However, maintaining a customer-centred approach may become challenging when staffing shortages and staff turnover affect the continuity of care and relationship development. This highlights how organisations must continually adapt services to ensure customer needs remain central to service delivery.

4.3 Benefits, Challenges and Critical Evaluation of Relationship Management

Effective relationship management can provide significant benefits for both organisations and customers. Nguyen & Mutum (2012) suggests that strong customer relationships contribute to trust, commitment and long-term customer retention. Within community support, positive relationships between service users and support workers may enhance communication, encourage customer engagement and improve service outcomes. Therefore, relationship management plays an important role in supporting customer satisfaction and the delivery of person-centred care.

Despite these benefits, maintaining effective customer relationships can present several challenges. Within Codi, high staff turnover may affect continuity of care and disrupt relationship development. Communication difficulties between management and staff also negatively influence service coordination and impact customer perceptions of service quality. These challenges make it difficult to consistently maintain the trust and familiarity that builds effective relationship management.

Overall, the theories discussed throughout this section suggest that successful relationship management requires more than the implementation of CRM systems alone. Whilst CRM and Relationship Marketing provide useful frameworks for developing customer relationships, their effectiveness ultimately depends upon the organisation's ability to deliver consistent customer-centred services. Therefore, effective relationship management should be viewed as a continuous process that focuses on customer needs.

5.0 Quality Management and Service Delivery

The delivery of high-quality services is fundamental to achieving positive customer experiences and maintaining long-term customer relationships. Organisations must implement effective quality management processes to ensure that services consistently meet customer needs and expectations. This section examines the principles of Total Quality Management (TQM), organisational processes and the SERVQUAL model to evaluate how Codi maintains and measures service quality.

5.1 Quality Management in Organisations

Quality management is fundamental to ensuring that services consistently meet customer needs whilst supporting continuous improvement. TQM is an organisation-wide approach that focuses on customer satisfaction, employee involvement and continuous improvement of processes to enhance service quality (Oakland, 2014). Deming (1982) similarly argues that quality should be embedded throughout organisational culture.

Within Codi, the principles of TQM are reflected through person-centred care planning, risk assessments and ongoing monitoring of changing customer needs. These processes support continuous evaluation of service delivery and enable adjustments to be made where necessary to improve customer outcomes. Collaboration between support workers, care managers and healthcare professionals contributes to maintaining consistent standards of care, promoting customer satisfaction.

However, whilst these processes provide a strong framework, for delivering high-quality services, their effectiveness may be influenced by organisational challenges. Therefore, maintaining effective quality management requires effective leadership and commitment to continuous improvement.

5.2 Quality Systems and Processes

Schweppenstedde et al. (2014) suggests that quality should be assessed not only by the process's organisations implement but also by the outcomes achieved for service users. Within support, quality management is supported through person-centred care plans, risk assessments, medication management and multi-agency collaboration. These processes enable services to be reviewed regularly and adapted to meet changing customer needs.

Although these quality systems provide a structured approach to maintaining service standards, their effectiveness depends upon consistent implementation. Staff shortages and high turnover within Codi may affect the consistent application of quality processes. However, with regular reviews and collaborative working, this identifies areas of improvement and supports continuous service development to enable that high standards of care are maintained.

5.3 Evaluation of Service Quality Using the SERVQUAL Model

The SERVQUAL model provides a framework for evaluating service quality by comparing customers' expectations with their perceptions of the service received across five dimensions: reliability, responsiveness, assurance, empathy and tangibles (Parasuraman et al. 1988). A summary of the SERVQUAL analysis undertaken for Codi is presented in Appendix B.

The evaluation indicates that Codi demonstrates strengths in empathy through person-centred support, assurance through trained support staff and reliability through structured care planning. However, responsiveness and assurance may be affected by staffing shortages and communication issues within the organisation which potentially influences a negative outcome. Whilst SERVQUAL model provides a useful framework for identifying strengths and areas for improvement, service quality within Codi should also be evaluated through customer outcomes and ongoing feedback to ensure individuals' needs are met.

6.0 Recommendations

The following recommendations are based on the findings of this report and are intended to strengthen customer experience, relationship management and service quality within Codi. Weinstein (2002) suggests that effective recommendations should focus on meeting customer needs whilst supporting continuous organisational improvement.

Recommendations	Possible Solutions	Expected Outcome
Improve staff retention and recruitment	Introduce staff wellbeing initiatives, mentoring and development opportunities to reduce staff turnover.	Greater continuity of care, stronger customer relationships and improved customer satisfaction
Strengthen internal communication	Improve communication between management, support staff and external professionals through regular meetings and shared digital systems.	Better coordination of care, fewer communication errors and a more consistent customer experience.

Increase customer involvement	Expand opportunities for service users to contribute through reviews, feedback and support planning.	Improved person-centred care, increased customer engagement and services that better reflect individuals' needs.
Enhance continuous quality monitoring	Regularly review customer feedback, care plans and quality indicators to identify areas for improvement.	Improved service quality, better customer outcomes and ongoing organisational improvement.

Overall, implementing these recommendations would support a more customer-centred approach, strengthen service quality and contribute to improved outcomes for both service users and the organisation.

7.0 Conclusion

This report has examined the importance of understanding and engaging in the customer experience within Codi's community support service. Through the evaluation of customer experience, value, CRM and quality management theories, the report has demonstrated that positive customer experiences are created through the effective delivery of person-centred services that respond to individual needs, expectations and goals.

The findings highlight that customer value extends beyond the provision of practical support and includes emotional, social and life-changing benefits that contribute to customer wellbeing and independence. The report has also demonstrated that effective CRM, Relationship Marketing and quality management processes play an important role in maintaining long-term customer relationships and supporting continuous service improvement. Within Codi, practices such as regular reviews, personalised support planning and multi-agency communication reflect a commitment to customer-centred care. However, challenges including staff turnover may affect the continuity of care and influence customer perceptions of service quality.

In conclusion, this report shows that delivering a positive customer experience requires organisations to continually evaluate customer needs, maintain strong customer relationships and implement effective quality management processes. By enforcing the recommendations outlined in this report, Codi can further strengthen customer satisfaction, improve service quality and enhance long-term outcomes for both service users and the organisation.

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9.0 Appendices

Generative Artificial Intelligence (ChatGPT, OpenAI, 2025) was used to support the development of the customer journey map and SERVQUAL framework included in the appendices. The content was reviewed, adapted and critically evaluated by the author to ensure accuracy and relevance to the organisation analysed within this report.

9.1 Appendix A: Customer Journey Map

Journey Stage	Customer Activity	Customer Experience	Key Touchpoints	Potential Challenges
Referral	Referred by Swansea Social Services	Initial expectations formed	Social worker, care manager, Codi management	Delays in referral process
Assessment	Initial needs assessment completed	Understanding support requirements	Care manager, support coordinator, service user	Communication difficulties, uncertainty
Care Planning	Support plan developed	Customer involvement in goal setting	Support staff, care manager, family members (where appropriate)	Lack of customer involvement
Service Commencement	Support begins	First impressions of service quality	Assigned support worker	Anxiety, adjustment to new support arrangements
Ongoing Support	Daily or weekly support delivered	Experience of service quality develops	Support worker, healthcare professionals, finance managers	Staff turnover, inconsistent support
Review and Evaluation	Care plans reviewed every 8–10 weeks	Opportunity to provide feedback	Support worker, care manager, service user	Limited engagement or communication barriers
Long-Term Engagement	Continued service delivery and relationship development	Trust and loyalty established	Support team, management, external agencies	Changes in staff, changing support needs

The journey map highlights the importance of effective communication, multi-agency collaboration and continuity of support throughout the customer lifecycle. It also identifies potential challenges, including staff turnover and communication barriers, which may influence customer satisfaction and perceptions of service quality.

9.2 Appendix B: SERVQUAL Framework

SERVQUAL Dimension	Definition	Application within Codi	Potential Challenges
Reliability	The ability to perform services dependably and accurately.	Delivering support visits as scheduled, maintaining accurate care plans, completing reviews and supporting medication management consistently.	Staff shortages, staff turnover and scheduling issues may affect consistency of support.
Responsiveness	The willingness to help customers and provide prompt service.	Responding to changing support needs, arranging appointments, addressing concerns and adapting support plans when required.	Delays in communication or limited staff availability may affect response times.
Assurance	The knowledge, competence and professionalism of staff that inspires trust and confidence.	Support workers demonstrating appropriate training, safeguarding knowledge, medication awareness and professional conduct.	High staff turnover may result in varying levels of experience and customer confidence.
Empathy	Providing caring, individualised and person-centred support.	Developing trusting relationships, promoting independence and tailoring support to individual needs and preferences.	Time pressures and staffing challenges may affect continuity of relationships.
Tangibles	Physical evidence of the service, including documentation, resources and organisational systems.	Care plans, risk assessments, support records, communication systems and organisational resources used to deliver support.	Administrative pressures and resource limitations may affect the quality and accessibility of documentation.

The SERVQUAL model provides a useful framework for evaluating service quality from the customers perspective. These dimensions can be applied to Codi's

community support service and identifies potential challenges that may influence customer perceptions of quality.