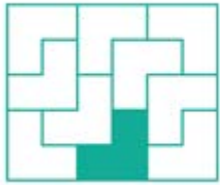




Our 2024 - 2029 plan for:



**Customer
engagement**

Date of issue: November 2024





Vision statement

Our customers' views, thoughts and feedback will be heard throughout all levels of the organisation, supporting and delivering a culture of customer led service improvement and change.

The BIG challenges

- Recruiting and retaining customers to engage with our formal and informal activities
- Ensuring there is a diverse representation of customers being heard throughout the business
- Inconsistent levels of colleague understanding and support for the principles and importance of customer engagement
- Disparate data sets sitting across the organisation which deliver customer insight and sentiment that aren't being used to drive customer engagement activities
- Facilitating informal activities are problematic due to our geography and wide spread of customers.

Where are we now?

- We've been awarded a C1 rating from Regulator of Social Housing and comply with the Transparency, Influence and Accountability standard.
- We expect to be TPAS (tenant participation advisory services) accredited by November 2024.
- We have an embedded structure of customer involvement panels and a Customer Committee which links directly to the NCHA Board.
- We've designed a customer engagement framework that has a corporate priority, aligns with strategic objectives, existing team structures and existing technologies.
- We have an inconsistent approach to the delivery of informal customer engagement activities such as 'Community Voices' and ad hoc specific projects. There are limited ad-hoc/ events for people to attend to meet and engage with NCHA colleagues.
- We have access to customer sentiment and insight data and reporting, however we don't use this insight to comprehensively plan or strategise the work of customer engagement team or panels.
- Our formal customer engagement panels are involved in some areas of business improvement, but not all.
- The Scrutiny Panel have delivered two comprehensive scrutiny exercises since 2022 with action plans to support their recommendations. The number of completed exercises is has not met our stated targets from 2022. The recommendations from these exercises have led to significant service and delivery improvements.
- The Customer Involvement team is made up of two full time equivalent colleagues, and is managed through the Communities team.
- Leadership of the involvement panels is through two paid customer Chairs, and is supported by the Assistant Director of Homes and Wellbeing.
- Leadership of the Customer Committee is through an independent Chair supported by the Director of Homes and Wellbeing.

Key objectives

One year

- Appoint a Customer Engagement Manager and additional full time colleague in order to resource to sustain existing activities and deliver this plan and associated activities.
- Relocate the Customer Involvement team to the Customer and Engagement team, rebranding as Customer Engagement.
- Develop and publish a deliverable set of targets, measures and outputs relating to all customer engagement activities.
- Embed a clear process which ensures all involvement activities connect, thereby providing a continuous flow of information, engagement and insight.
- Deliver a programme of activities and events which align with our customer geography, demographics, corporate objectives and campaigns. Events will offer customers opportunities to engage with us on an ad-hoc/informal basis. Events will be evaluated and feedback used to improve future activities.
- Utilise all customer insight available to steer the work of the customer involvement panels and Committee, ensuring alignment with customer led business improvement activities.
- Develop impact measures for all of our customer engagement activities.
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- Develop mechanisms for clear reporting to Board, colleagues and customers on the impact of our customer engagement activities.
- Embed a culture of 'customer first' by delivering a campaign of internal activities, including elearning, team meeting activities, case studies which demonstrate the impact and importance of good customer engagement.
- Audit our current approach to inclusive engagement activities, working with colleague and customer panels to understand challenges and areas for improvement.
- Investigate existing and new technologies for facilitating customer engagement, delivering a report to Customer Committee on how to drive engagement digitally.
- Build a community of customers who are engaged at a local level via a variety of platforms - both on and offline, delivering agreed targets and measures.
- Six scrutiny / task and finish projects completed and submitted to Customer Committee by August 2026.
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Two year

- The new Customer Engagement team will deliver a business partnering approach to customer engagement. Outputs will be measured through a service satisfaction survey to colleagues and customers.

Five year

- Implement new technologies for facilitating customer engagement.
- Use GIS mapping systems to understand trends and customer insight based on location of customer groups.
- Develop and create partnerships with external agencies and organisations who compliment/support our engagement offer. This might include local community police, schools, local authorities, other housing associations with homes in our areas.

Delivering the plan

Our Assistant Director of Homes and Wellbeing has overall accountability for delivery of the plan, and gives oversight to Board and Customer Committee.

Monitoring and reporting

The plan delivery will be overseen by the 'Our Customers' steering group. An annual review will be presented to the Customer Committee in August 2025, with a full review of the plan in 2026.



Glossary

TPAS: Formerly known as the Tenant Participation Advisory Service. TPAS is a membership organisation that supports and promotes tenant involvement in social housing. It offers training, events, resources, standards and awards for tenants and landlords across England

Formal involvement: Customers who are involved as members of formal groups, often customer panels or committees

Informal involvement: Customers who participate with engagement activities that are often one off events with no membership required

Business partnering: Where the Customer Engagement team has dedicated links to other departments to ensure their work reflects the voice of the customer

GIS mapping: Geographic Information System (GIS) mapping connects data to a map, integrating location data (where things are) with all types of descriptive information (what things are like there).

Our business delivery strategies

Being the best we can be for our customers and colleagues by always listening and striving to improve, in an environment that is supportive, inclusive and wellbeing focused.

Alongside the Group Corporate Plan sit five **'Business Delivery Strategies'**, which are relevant to all departments. These are:

- Environmental Sustainability Strategy
- Social Impact Strategy
- Value for Money Strategy
- Our Customers Strategy
- Our Places Strategy.



Taken together, these strategies provide us with the opportunity to pause and reflect on what we've been doing, and then to refocus on the future.

Taking inspiration from these five business delivery strategies, this plan sets out our ambitions for customer experience for the next five years.