



# Our Customers Strategy

2024-2029

This strategy outlines our ambition to deliver great services to all of our customers across the region.

We have diverse and varied customer groups - from home owners, to care and support service users, affordable and social rent customers and residents who live in our Almshouses.

We're committed to making sure our customers are at the centre of all that we do; from co-designing our services, to holding us to account when we get things wrong. This strategy describes how we're going to achieve that.

Our Customers Strategy works alongside our Group Corporate Plan and other key strategies including: Our Places, Social Impact, Value for Money and Environmental Sustainability.



# Our big customer challenges

Our principal customers challenges are:

## Knowing our customers

In order to offer our customers the individual services and support they're going to find helpful, we need to have a better understanding of their needs, including any vulnerabilities. Our housing management system allows us to capture some of this information, but we recognise that we can do more.



## Supporting customers to live well

Many of our customers are facing challenges that they need help with. We need to support them to access complimentary services, whether in the statutory or voluntary sector, in order to help them sustain their homes and lives.



## Meeting customer need

We need to make sure that our services are tailored to meet individual household needs. Our colleagues will need to have the sufficient training, skills and resources to deliver these.



# Our guiding principles



## Co-designing our services

Our services, whether housing, property and asset management or care and support will be designed side by side with our customers



## Actively listening and learning

We'll listen to customer feedback and continuously improve our services



## Being open and honest

We'll be accountable to our customers, and we'll share our performance transparently to support scrutiny, value for money and equality, diversity and inclusion



# Priorities for the strategy

The key themes for our Customer Strategy are:



**Customer resolution**

The introduction of a new complaints management service which will deliver improved outcomes and business change through lessons learnt



**Knowing our customers**

Understanding and using data on our homes and our customers to deliver individual, person-centred services



**Improving our homes**

The improvement of our existing places ensuring that standards are developed side by side with customers



**Delivering quality services**

Our co-designed services need to be delivered to a high standard. Our skilled people will be trained and resourced to achieve high levels of customer satisfaction

## Our four working areas for delivery

### Our customers

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Involvement and insight			
Customer experience and complaints resolution			
Quality Care and Support services			
Knowing our homes and customers			
Support planning			
Repairs and maintenance services			
Customer guided sustainability			

### Our places

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<b>New places</b>			
Compliance			
Repairs			
Communal areas			
Community safety			

#### Improved places

Delivering homes to meet a range of needs			
New specialist care and support services			
Aftercare service			

### Our people

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Colleague engagement			
Talent management			
Equality Diversity and Inclusion			
Volunteering			

### Our business

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Care and Support financial viability			
Thriving communities			



# Our customers

## The long-term vision

We'll provide person centred housing, property and care and support services. Where possible, we'll design them side by side with our customers and other key stakeholders.

Customers will be able to see the impact of their involvement and feedback as our services change and improve. They'll help us to balance the demand on resources and our strategic ambitions.

## Our current position

We've developed and embedded a comprehensive structure for formal resident involvement, which puts customers at the heart of our governance. Our Customer Committee is an NCHA Board sub committee, made up of involved customers and NCHA Board members. It has agreed terms of reference which ensure customers have a real stake in influencing the decisions we make at NCHA.

Our Customer Committee is supported by three other customer panels which review and scrutinise performance.

Our informal involvement offer continues to develop with 'Community Voices' and community based events across NCHA areas and estates.

Over the last two years, we have seen increasing numbers and greater escalation of complaints. In response, and further to the 2023 Complaints Scrutiny Review, we have developed a new centralised complaints management service. This will be implemented from April 2024.

Our recently developed customer insight tool allows our customers to provide real-time feedback to us after they've received one of our services. This information helps us to drive actions and changes based on the voice of our customers.



I've been an NCHA customer for over eight years. Now here I am, on a committee. I sincerely hope I can bring a fresh perspective, new ideas and a clear voice pushing NCHA customers' thoughts and opinions forward.



Angela Miller,  
Customer Committee Member

## Targets for this strategy

### Our customers 2024-2029

Area	Current	2026 Targets	2029 Targets
Involvement and insight	<p>New Care and Support Panel launched</p> <p>Achieved TPAS accreditation (2024)</p> <p>Landlord listens to tenant views and acts on them - 67%*</p> <p>Landlord keeps customers informed about things that matter to them - 73.3%*</p>	<p>Delivery of 2022-25 Customer Involvement Plan and establishment of improvement actions/ targets</p> <p>Landlord listens to tenant views and acts on them 72%*</p> <p>Landlord keeps customers informed about things that matter to them 78%*</p> <p>Customer Insight surveys will attract 25% engagement in response rates</p> <p>Actioned insight escalation target 90%</p> <p>Evaluation of Scrutiny and Homes and Wellbeing Panels completed</p>	<p>Landlord listens to tenant views and acts on them 72%*</p> <p>Landlord keeps customers informed about things that matter to them more than 78%*</p> <p>Embedded annual reporting to customers of actionable insight to demonstrate 'you said we did'</p> <p>Establish a customer training academy for customer involvement and measure impact</p> <p>Three scrutiny reports a year delivered through the Scrutiny Panel</p>
Customer experience and complaints resolution	<p>30.3% satisfaction with complaints handling, benchmarking as 4th quartile*</p> <p>Scrutiny project on Complaints delivered and new complaints operating model agreed for launch in April 2024</p>	<p>Centralized complaints management structure is embedded</p> <p>Complaint volumes reduced to 26 per 1000 property</p> <p>Satisfaction with complaint handling 40%*</p>	<p>Top quartile performance in satisfaction and complaint numbers.</p> <p>Satisfaction with complaint handling 50%*</p>
Quality Care and Support Services	<p>We achieved 100% contract compliance with our commissioned services and achieved a good or outstanding CQC rating in 92% of services.</p> <p>98.7% of customers are satisfied that we provide good quality support. (Service User Survey 2023)</p>	<p>All CQC registered services be rated 'good' or 'outstanding'</p> <p>Completed review of our internal quality systems to ensure it is fit for purpose, matches new CQC and Ofsted requirements</p> <p>99% of service users satisfied with the quality of support they receive (Service User Survey)</p>	<p>We will sustain our high customer satisfaction levels and overall compliance levels</p>
Knowing our homes and customers	<p>Stock condition and compliance with decent homes standard overseen monthly by Board/ Customer Committee</p> <p>Working with Vulnerable Customers policy/ procedures in place and system updates delivered for data capture</p> <p>'Pathways to support' project launched</p>	<p>Delivery of 'Customers with Vulnerabilities' plan with associated targets met</p> <p>15% of customers will have vulnerability attributes captured in housing management system</p> <p>Codesign of service standards for vulnerable customers</p> <p>Collation and review of TSM wellbeing metrics against 2023 benchmark (first data set November 2023)</p>	<p>30% of customers will have vulnerability attributes captured in housing management system</p> <p>Contribute to and comply with the National Housing Federation guidance on data standards for condition of homes</p>
Support Planning	<p>Our bespoke in-house support planning system in place</p> <p>Quality of support planning has been highlighted as an area for improvement by some external bodies</p>	<p>Procurement and embedding of new support planning system</p>	<p>Established support planning system that enables reporting of data</p>
Repairs and Maintenance Services	<p>Our current categories and response times are:</p> <p>24 hours emergency</p> <p>28 days routine</p> <p>60 days planned</p>	<p>Complete review with customers on changes and improvements to repairs service standards and delivery model</p>	<p>Satisfaction with repairs service 83%*</p> <p>Home is well maintained 80%*</p> <p>Customers feel home is a safe 87%*</p> <p>Communal areas are clean and well maintained 80%*</p>
Customer-guided sustainability agenda	<p>Customer Panels issued with regular sustainability updates and directly involved with a number of sustainability projects. Sustainability specialist appointed to our customer committee</p>	<p>Customers to be engaged with the creation of our Sustainable Places Standard</p>	<p>Create a customer Green Champions network to steer neighbourhood environmental improvements</p>

\*Based on findings from Tenant Satisfaction Measures (TSM)

# Our improved places

## The long-term vision

Our customers will be highly satisfied with the quality of their home, our repairs services and the experience of living in their community. Our Communities and Care and Support teams will ensure our customers feel secure, safe and well in their home.

## Our current position

Over the past two years our customers haven't received the property and grounds maintenance services they've come to expect from us, especially in relation to responsive repairs. We're listening to feedback to understand what a great repairs service looks like, and we're designing our new in-house repairs teams and processes to reflect those views. Our customers have helped us to review and procure new Grounds Maintenance and Cleaning contracts. We've piloted a new Scheme Manager service to support the upkeep of our estates and communal areas, and we're rolling this out in 2024.

We're committed to improving the efficiency of our homes and supporting customers to help tackle fuel poverty. Our customer panels show a strong commitment to sustainability, and regularly have a direct involvement with sustainability projects.



## Targets for this strategy

Our improved places 2024-2029			
Area	Current	2026 Targets	2029 Targets
Compliance	Our overall landlord compliance performance is currently at 99.78%.  A dedicated compliance team has been created to manage and monitor compliance	To improve landlord compliance to 100% across all 'Big 7' compliance areas  To successfully implement the recommendations from the Fire Safety transformation project  Home is safe 87%*  Embed any changes to working practice and standards in relation to Awaabs Law	To maintain 100% landlord compliance  Have fully certified compliant fire doors across all of our places  Complete upgrades to LD2 standard fire detection across all required homes.  Home is safe 87%*
Repairs	Responsive repairs service will be managed in-house from April 2024.  Satisfaction with repairs service -67.3%*  Satisfaction with time taken to complete most recent repair -48.3%*	Satisfaction with repairs service 70%*  Satisfaction with time taken to complete most recent repair 60%*  Home is well maintained 80%*	Satisfaction with repairs service 83%*  Satisfaction with time taken to complete most recent repair 80%*  Home is well maintained 80%*
Communal areas	A new Scheme Manager service that has been piloted and active performance management of grounds contractors and cleaners is ongoing.  Communal areas are clean and well maintained 55%*	Embed new Multi-Skilled Services Officer service across all areas of operation  Communal areas are clean and well maintained 75%*	Communal areas are clean and well maintained 80%
Community Safety	Landlord makes a positive contribution to neighbourhood 67.7%*  Landlords approach to handling ASB 61.7%*	Landlord makes a positive contribution to neighbourhood 73%*  Landlords approach to handling ASB 68%*	Landlord makes a positive contribution to neighbourhood 75%*  Landlords approach to handling ASB 70%*

\*Based on findings from Tenant Satisfaction Measures (TSM)

# Our new places

## The long-term vision

Building new affordable homes and communities is fundamental to our vision and mission to help end the housing crisis. We'll continue to be a key provider of new and affordable homes across the East Midlands, maintaining our strategic partner status with Homes England. Designed alongside our customers, we'll use our in-house Sustainable Places Standard as a guide when we build new homes. We'll prioritise high standards of home and community design.

## Our current position

We're a successful strategic partner with Homes England, and we're in the process of delivering 1400 new homes under the Strategic Partnership 2 programme. We're starting to develop a Sustainable Places Standard, which we plan to use with architects and developers to ensure our homes are comfortable and affordable for our customers.



## Targets for this strategy

Our new places 2024-2029			
Area	Current	2026 Targets	2029 Targets
Delivering homes to meet a range of needs	Our Strategic Partnership 2 agreement includes targets for rural and supported provision	Commence rural and supported developments towards Strategic Partnership 2 targets	Deliver 75 rural homes and 121 supported housing homes by 2028
New specialist care and support services	In 2022 we opened Earls Court a new-build supported housing scheme of 23 units for vulnerable people in Nottinghamshire. We're developing new homes in Clifton for older people and people with vulnerabilities, which will be built to HAPPI standards	Work with partners to resolve the CQC registration issue of limiting 6 homes per location so that we can deliver larger new build supported living schemes	Access other forms of capital grant to boost supply from local government, central government or the NHS
Aftercare service	We provide paper-based home user information on a case-by-case basis  We're implementing a new defects management process to increase customer satisfaction in our after care for new build homes	Develop comprehensive online and offline home user guides for all new and existing customers on how to live in and maintain their new or retrofitted  85% of defects completed on time	

# Our people

## The long-term vision

We'll be a top 100 employer with 'Great Places to Work', with improvements in colleague engagement year on year. Our culture will reflect our values throughout NCHA and will drive excellent service delivery for our customers.

The diversity of our managers will be representative of our communities and will therefore better serve our customers.

Our highly skilled people will have ongoing opportunities for growth and development – from apprenticeships through to professional qualifications. We'll help colleagues to achieve their career ambitions through a dedicated programme of leadership and succession planning.

## Our current position

We use best practice, values based recruitment and selection approaches for appointing new colleagues, and 85%\* of customers are satisfied that we 'treat people fairly and with respect' – which is top quartile performance. 98% of our Care and Support customers in the 2023 annual satisfaction survey said that 'staff treat me well'.

We achieved Great Places to Work accreditation in 2023 with a colleague engagement score overall of 67%.

We have a well established Equality Diversity and Inclusion (ED&I) strategy and action plan supported by our ED&I panel and Diversity Champions. We hold the Housing Diversity Network DNA accreditation.



## Targets for this strategy

### Our people 2024-2029

Area	Current	2026 Targets	2029 Targets
Colleague engagement	Great Places to Work accreditation achieved – 67% colleague engagement score 85% of customers feel we treat them fairly and with respect	Great Places to Work accreditation maintained – 70% colleague engagement score 87% of customers will feel we treat them fairly and with respect	Great Places to Work top 100 employer. Colleague engagement score 73% 87.5% of customers will feel we treat them fairly and with respect
Talent Management	Learning and Organisational Development team in place with comprehensive training, apprenticeship and succession plans established	Meet 2026 qualification target in relation to CIH qualification regulations as per new regulatory standards	Develop NCHA first Tenant Academy Meet 2029 qualification target in relation to CIH qualification as per new regulatory standards
ED&I	New strategic action plan and targets being developed for launch June 2024	Successful delivery of ED&I strategic actions and meeting of ED&I established KPI's	Sustainment of HDN DNA accreditation Delivery of our ED&I Strategy
Volunteering	The volunteering service has launched, with 50 colleagues and seven family members having given work and personal time to gardening, decorating and other help for our customers This equates to 383 volunteering hours, or 54.7 days in total	80% of NCHA colleagues will have participated in volunteering, particularly for the benefit of Care and Support services and vulnerable customers. Leicestershire peer support service will be established and meeting targets	All customers will have the opportunity to join volunteering programmes to support our service

# Our business

## The long-term vision

Our rental income and void management will be top quartile performance. We'll retain our accreditation to 'Homes for Cathy' and the 'Domestic Abuse Housing Alliance'. We'll continue to review the reasons for failed tenancies and improve interventions to keep people in their homes wherever possible.

We'll have a culture of continuous improvement embedded in all that we do. We'll learn from feedback and insight and use this to drive business change.

Our Care and Support services will be financially strong and deliver high quality specialist services which meet the needs of local communities.

## Our current position

Void management and relet is an area of concern linked to significant works being required on void properties and delays in adult social care commissioning in our Care and Support services. A relet transformation project has been delivered and changes in 2024 should enable some improvement in this area.

Our specialist Care and Support services meet the housing and care and support needs of people who are most vulnerable in our communities. We have good local relationships with key stakeholders. However due to financial pressures in the adult social care sector, the ongoing provision of these services is under constant financial viability threat.



## Targets for this strategy

### Our business 2024-2029

Area	Current	2026 Targets	2029 Targets
Care and Support Financial Viability	Care and Support services overall return a small budget surplus. However operational contracts are largely in a deficit position All services have a financial management plan and exit strategy as necessary to mitigate the risk of losses Stakeholder management plan in place	Continued liaison with industry groups, national and local government to lobby for social care to be recognised and remunerated adequately through LA fees and on a par with NHS salaries Sustain Care and Support income and overhead amounts	Achieve more than 2% margin on all contracts
Thriving Communities	Meeting failed tenancy targets for Affordable and Social Housing Failed tenancies reviewed and lessons learnt Re-accreditation to the Domestic Abuse Housing Alliance standard (2024) Meeting target of 25% of new lettings to homeless households	Ongoing performance achievement for tenancy sustainment. Rent arrears 3% NCHA 3.25% C&S Relet performance in days All tenures (not C&S) - 22 days C&S - 26 days	Relet performance in days All tenures (not C&S) - 18 days C&S - 21 days





# Delivering the plan

## Monitoring and reporting

Our Customer Committee, Executive and Senior Leadership teams will maintain oversight of this strategy, with an annual progress report delivered to NCHA Board.

## Governance and review

This strategy has been approved by the NCHA Board in March 2024 with a review to take place in March 2026

## Glossary

<b>ASH</b>	Affordable social housing
<b>C&amp;S</b>	Care and support
<b>DAHA</b>	Domestic Abuse Housing Alliance
<b>Independent living for older people (ILOP)</b>	Housing schemes for people who wish to maintain an independent way of living, but with added security of scheme managers and assistive technology
<b>ED&amp;I</b>	Equality, diversity and inclusion
<b>HDN</b>	Housing Diversity Network
<b>Homes England</b>	Government housing agency providing funding for the development of new homes
<b>Housemark</b>	Provider of data, insight and benchmarking services to the housing sector
<b>TPAS</b>	Tenant Participatory Advisory Service
<b>TSM</b>	Tenant Satisfaction Measures
<b>Wellbeing</b>	A state of feeling good and functioning well