

# Strategy

## Customer engagement

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### Introduction

This strategy sets out the ways in which Rosebery will listen to and engage with our customers to improve our services and build a stronger resident community.

Customer engagement is about encouraging our customers to interact positively and share in the experiences we create with and for them. This is about deepening our relationship with our customers and establishing positive, meaningful interactions whenever we come into contact with them. These touch points in the customer journey represent critical opportunities for engagement. More engaged customers are more loyal to the organisation.

We will develop greater engagement with and among our resident community, while maximising the impact and benefit of every instance of our interaction. This is a three-year strategy which delivers to our five-year (2017-21) corporate plan. It supports the corporate plan by underpinning our values of:

- Excellence in customer care;
- Communication;
- Achievement;
- Respect and diversity.

During the life of this strategy we will continue to monitor our performance, we will be mindful of developments in the sector and we will learn from and adopt best practice. In delivering this strategy we believe it is essential that we:

- engage and communicate;
- listen to and act on what our customers have to say;
- take account of their different needs and preferences;
- provide them with opportunities to participate;
- create a better understanding of who we are and what we do.

## **Strategic goal**

Our vision is 'to make a positive difference to people's lives by providing good quality, affordable homes'. Customers are at the heart of our business; how we interact with our residents is an essential part of the way we work. This strategy guides the way we engage with our residents at every stage of the customer journey.

## **Digital first**

We will demonstrate the benefits of digital engagement by making it a positive customer experience. We will move forward from the notion of 'digital by choice' to a customer offering of 'digital first'. And encourage all residents to use our digital services, with assisted digital support for residents when required. We will offer a clear digital user experience that is accessible and available to all.

## **The purpose of this strategy**

This strategy sets out how we will continue to work closely with our customers to ensure that their views drive and influence what we do, and how we do it. We believe that our customers are best placed to tell us what works well in the spirit of co-production.

This strategy has been developed also to comply with all relevant statutory legislation, regulatory expectations and best practice.

## **The principles that underpin this strategy**

We want customers to feel that they are listened to, that they are empowered to influence and are able to challenge decisions. To achieve this we will:

- enable every customer to get involved, regardless of age, gender or sexual orientation, race, disability, religion or belief. We will provide a variety of opportunities and levels of involvement to meet a range of needs;
- ensure customers understand the purpose of their involvement;
- be clear about the levels of influence customers are able to provide;
- involve customers at the earliest opportunity and always before decisions are made that affect them;
- feed back on the difference their involvement has made;
- provide information that is relevant, consistent, accurate, up to date and accessible, in language that is clear and free from jargon;
- offer the resource and support to assist their involvement, including people, time, and facilities and funding;
- create learning and development opportunities, to enable customers to develop the skills, knowledge and confidence to be involved;
- ensure that our customer engagement results in tangible outcomes that are used to shape service delivery, influence business planning and achieve value for money;
- make sure we are accountable to our customers through engagement activity and, particularly, scrutiny.

## What do we want to achieve through this strategy?

- Increase the number and diversity of customers who get involved;
- Offer a range of opportunities for customers to engage with us, in different ways and at times that work best for them;
- Increase the capacity and effectiveness of our customers;
- Promote and celebrate the achievements and positive outcomes of our customer engagement;
- Improve the levels of customer satisfaction across all key service areas.

## Who are our customers?

We have formed an accurate profile of our customer base in terms of their numbers, type of tenure, longevity of tenancy, geographic distribution and demographics. Our residents are a diverse group; they range from individuals to single parents to families; they span all age groups, though predominantly 31-70; they come from a variety of ethnic backgrounds, though predominantly White British and, for a small minority, English is not their first language.

Given their diversity, it follows that our engagement with our customers needs to be appropriate and meaningful and needs to recognise their individual needs, preferences and motivations. Through this strategy we will seek to gather and collect additional insights into our customers, in particular their digital literacy, to help us to understand more and therefore enable us to engage more effectively.

## What is customer engagement?

This is all about empowering residents and communities to work with us to achieve shared aims. A two-way process, it's about how we share information, initiatives and ideas with our customers and how we listen to and act on their suggestions. We focus on five elements in our engagement with customers:

- **Satisfaction** – understanding how our customers feel about our services and the way we provide them;
- **Insight** – knowing who our customers are and the social and economic issues that affect them, including understanding their digital capability and their current levels of engagement;
- **Feedback** – listening to what our customers are telling us, through formal and informal channels, including complaints, compliments, social media and anecdotal comments;
- **Communication** – keeping customers updated and informed by delivering clear and relevant communications, in the most appropriate way;
- **Consultation** – asking customers their opinions and enabling them to influence what we do and how we do it.

## 1. Customer Satisfaction

We shall regularly measure customer satisfaction at two levels.

- **Customer satisfaction at point of service delivery**

We have mapped the journey (Appendix A) which traces the customer lifecycle, identifying the reasons that our residents contact Rosebery. Whenever one of these touch points occurs, we shall engage via short message service (SMS), where appropriate, to communicate with residents and capture their satisfaction of the service they received. For those customers who do not have access to mobile communication, we will explore alternative channels.

We will follow up on any negative response and we will capture this customer satisfaction in relation to the following services:

- Repairs
- Planned works (kitchens and bathrooms)
- Cyclical works
  - Gas (servicing and repair)
  - Anti Social Behaviour
- Complaints
- New residents (Quality of property and lettings experience)
- Homeowners (new homes/re-sales)
- Right to Buy or Right to Acquire
- Mutual Exchange
- Estate Services
- Transfer
- Tenancy Sustainment service

We will monitor positive and negative feedback, and this data will inform our Key Performance Indicators (KPIs).

- **Periodic sample survey**

We shall conduct a quarterly STAR compliant (Survey of Tenants and Residents) survey of a sample of tenants to explore customer perception of services overall and that their views are listened to.

## 2. Customer insight

We will seek to collect and retain essential information on our customers to help deliver the best service and adapt to their needs. This process begins at the start of each tenancy and is reviewed periodically to ensure that it remains current and up-to-date. All information is stored and reviewed in compliance with EU-GDPR (General Data Protection Regulation) standards as well as our Data Protection and Information Handling Policy.

## 3. Customer Feedback

We will capture direct and indirect feedback (including complaints, compliments, social media interaction and others) by using tools and technologies that enable us to gather and retain this information. This not only delivers a comprehensive picture of how our services are performing but also allows us to understand our customers' needs. This will enhance our knowledge and understanding of our residents' perceptions and motivations and will help to shape our interaction with them.

#### **4. Communication**

We put customers at the heart of our communications by keeping them informed of our activities, opportunities and performance. We will deliver our messages in a clear and timely manner, in the way that customers prefer and we will monitor the effectiveness of our communications channels. Rosebery will work in an open and transparent way and will ensure residents have easy access to the right information.

#### **5. Consultation**

We will consult our customers about any changes that affect their homes or neighbourhoods. There is a variety of ways for customers to get involved, to make their opinions known and to feel empowered.

#### **How will we deliver the strategy?**

An action plan will set out the tasks and projects we will undertake to deliver the strategy. The plan will be reviewed and updated annually during the life of the strategy to ensure it remains relevant, up to date and timely.

#### **What resources will we provide to support the strategy?**

- A range of learning and development opportunities to develop customer skills, competencies and confidence, which includes but would not be limited to areas such as Strategic and Business Management, Community and Equality and Housing Sector Knowledge.
- Financial support via a resident involvement budget to meet reasonable expenses incurred by residents;
- The *Opportunity Store* to incentivise and provide recognition to those customers who engage with us;
- Administrative support and coordination of resident engagement activities;
- Funding to meet the costs associated with community based customer engagement activity.

#### **How will we measure the impact of the strategy?**

- Assessing the impact and return on investment (ROI) of customer engagement activity, so that we can ensure value for money and focus on the things that work;
- Reporting back to customers on what has been achieved or changed, as a result of their involvement – how they have made a difference;
- Including customer satisfaction KPIs in our performance management framework;
- Regular monitoring of feedback from engaged customers;
- Benchmarking our costs and outcomes against those of comparable organisations and best practice.

### **How will delivery of the strategy be monitored?**

- Monthly progress reports to the Executive Team;
- Quarterly progress reports to the Resident Panel;
- Annual report to the Rosebery Board.

### **Related documents**

- Rosebery Digital Transformation Strategy;
- Rosebery Communication Strategy and Policy;
- Rosebery Value for Money Strategy and Policy;
- Tpas Engagement standards;
- Tenant Involvement and Empowerment Standard.

### **Review**

This strategy is subject to periodic review and the next iteration will be published in 2020.

### **Appendix A**

Customer journey

KEY

- Information receiving – Rosebery
- Information seeking – Resident

