

Strategy

Customer Engagement

Date authorised: 7 May 2021

Review date: 2024

Executive Summary

This is our revised Customer Engagement Strategy, which sets out a new customer-centric approach to involve our customers in the co-creation, monitoring and review of our services to achieve innovation and improved customer satisfaction.

Rosebery has a long-standing history of offering varied opportunities for our customers to get involved to improve services and build a stronger resident community. We have achieved a great deal through proactively involving customers in reviewing how our services are delivered. However, we continue to face new challenges, so it is timely to refresh our approach, to ensure that the outcome of our engagement activities is effective and sustainable and so we can continue to put customers at the heart of everything that we do. Our aim moving forward is to take a more commercial view on the engagement methods used, to build new foundations for improving our approach to customer engagement in the future.

In developing our revised Customer Engagement Strategy, due regard has been taken of the Government's White Paper. Published in November 2020 it sets out a new charter for social housing tenants that will see a;

"transformed consumer regulatory regime which holds landlords to account in maintaining good quality homes and services, treating tenants respectfully and being transparent with information"

We have also looked at best practice across the housing sector, our work with the 'Together with Tenants' Charter and taken into consideration our new partnership with the Catalyst Housing Group.

Introduction

Customer Engagement is about giving our customers a say in how services are shaped and delivered by encouraging them to interact positively and share in the experiences we create with and for them. This helps to deepen our relationship with our customers and establish positive, meaningful interactions whenever we have contact with them. These touch points in the customer journey represents critical opportunities for engagement.

This is a three-year strategy it supports Rosebery's Corporate plan for 2019–2022, which acknowledges the need to add value to the communities where we work, 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 our revised strategy we believe it is essential that we develop a range of opportunities that will enable our customers to influence:

- Policies that affect them;
- Decisions that affect their areas/communities
- Services they receive as individual service users

Our vision – will address the continuing need to put customers at the heart of everything we do and lays out plans to engage a wider, more diverse audience through a range of activities in meaningful and innovative ways.

Rosebery is committed to involving customers in the design, development and review of the services they receive. Our focus will be to identify and address areas for improvement through customer insight. Knowledge of our customers will enable us to tailor our services to meet their specific needs.

Our approach will be to increase the data collected across our key customer touchpoints as this will provide a better understanding of their service expectations and diverse needs. We will innovate with greater use of digital technology to increase involvement opportunities and develop a more transparent approach to working with customers. In this way, we can widen our reach to all customers, drive better value, accountability and ensure customer engagement makes a positive difference.

Our strategy – builds upon the good initiatives that have been put in place over the past year and will continue to comply with co-regulation and the proposed changes to the Tenant Involvement and Empowerment Standards, as set out in the social housing 'White Paper'.

A key part of our approach is the development of our 'Sounding Board'. As our customer digital platform, this will be re-branded and called 'Rosebery Voice' and will be open to all residents. We also plan to set up a number of 'Service Innovation Groups' to align with key customer facing services, to enable more meaningful engagement by customers to influence decisions made and monitor the delivery of local services.

The Service Innovation Groups will work closely with our existing 'Virtual Scrutiny Panel' to ensure customers have the appropriate means to independently review those services under co-regulation. This will result in a greater outcome-focused engagement activity.

Customer Engagement – key objectives

Why do we need to involve our customers? – customer engagement is about how we empower and support our customers to influence and improve services. In recent years the social housing landscape has changed dramatically. Reduction in council budgets, managing complaints, the impact of covid-19 and regulatory changes have brought new challenges. The business case for customer engagement is now stronger than ever, with the principal of co-regulation firmly established within the sector.

How will customers be able to influence the services that we provide? – we will offer a range of ways for customers to be involved in influencing decisions made and improving services. The three key themes that we propose to devote resources to supporting customer engagement across the organisation will be:

- 1. Rosebery Voice** – a digital consultation platform, to receive customers feedback in subject-specific issues and satisfaction surveys. This will help us to have a picture of how our services are performing, but also allow us to understand our customers' needs. This will enhance our knowledge and understanding of our residents' perceptions and help us to shape our interactions with them.
- 2. Customer Insight** – making optimal use of feedback received from customer satisfaction surveys, complaints and service reviews. We will capture direct and indirect feedback, by using tools and technologies that enable us to gather and retain this information. We will also seek to receive and retain essential information on our customers to help tailor and adapt services to meet their specific needs. All information will be stored and reviewed in compliance with GDPR (General Data Protection Regulation).
- 3. Service Innovation** – providing customers with the opportunity to scrutinise customer facing services and offer recommendations for improvements. Helping to set service standards, co-creation of services, monitor implementations and outcomes. Our aim is that this will help to address previously unmet customer needs, open up new business ideas and increase customer satisfaction.

The principles that underpin this strategy

We want customers to feel that they are listened to, that they are empowered to influence and 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;
 - help more customers to use our digital services, by offering basic digital skills training. This will encourage greater use and help customers realise the benefits of using digital channels to access our services and offer easier interactions with Rosebery;
- 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;
- feedback 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, 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;
- 'Ease & effort' - offer accessible opportunities for customers to engage with us, in different ways and at times that work best for them;
 - Digital inclusion – improve access and use of digital channels, by providing more support for those who are socially and economically excluded to get online.
- Increase the capacity and effectiveness of our customers;
- Promote and celebrate the achievements and positive outcomes of our customer engagement;

- Meaningful engagement in the co-creation, monitoring and review of services, so our customers have a 'voice' to influence decisions made on the management of their homes.

Our approach to implementation

We will ensure there is a robust communications plan to keep both staff and customers well-informed about our intentions. A key part of this communications plan will be to launch a new dedicated web-site page for customer engagement.

Over the first year of the strategy, the priority will be to develop and enhance our new customer engagement framework. Our short-term actions to achieve this will include:

- Establish effective Service Innovation Groups, to include customer representation
- Re-brand and embed the use of our online customer engagement platform 'Rosebery Voice'
- Set up an 'active residents engagement register' to understand their ongoing interest in working with Rosebery and build a data bank to support ad hoc focus groups or particular projects.
- Develop a set of clear measures so that we can effectively judge impact and value for money
- Provide staff with training and advice to support the development of the revised strategy and framework.
- Consider the introduction of an incentive programme, to recognise and encourage more customers to get involved. Details of the incentives programme will be subject to consultation with residents.

Customer Engagement - framework

Theme	Activity
Rosebery Voice	<ul style="list-style-type: none"> • digital – consultation platform • focus groups
Customer Insight	<ul style="list-style-type: none"> • transactional surveys • periodic perception surveys (STAR) • satisfaction surveys • complaints/compliments • mystery shopping
Service innovation	<ul style="list-style-type: none"> • virtual scrutiny panel • service innovation groups • ad hoc focus groups

What resources will we provide to support the strategy?

- A range of learning and development opportunities to develop customer skills, competencies and confidence;
- Financial support via a resident involvement budget to meet reasonable expenses incurred by residents;
- Administrative support and co-ordination of customer 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 KPI's 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 Virtual Scrutiny Panel and Board
- Annual report to the Board.

Related documents

- Rosebery Digital Engagement Strategy;
- Rosebery Communication Strategy and Policy;
- Rosebery Value for Money Strategy and Policy;
- Tpas - Engagement Standards 2021;
- Tenant Involvement and Empowerment Standard.
- Together with Tenant's Charter

Review

This strategy is subject to periodic review and next iteration will be May 2024.