



Customer Strategy 2023-28

Aim

Delivering customer focused and equitable services is one of ForHousing’s strategic outcomes. This outcome will be delivered through the Customer Strategy which encompasses:

- A culture that places the tenant at the centre of everything we do;
- Listening and acting upon the tenant voice; and
- Improving customer experience through better use of resources, systems, and processes

This will support the organisation’s vision and mission which are to positively impact the lives of our social housing tenants and to provide safe, well maintained homes and deliver customer focused, equitable and efficient services.

Priorities and Strategic Milestones

In addition to “business as usual” activities, the following key priorities and delivery milestones will be delivered over the life of the strategy.

| Priority | Year one | | | | Year 2 | Year 3 | Year 4 | Year 5 |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------|
| | Q1 | Q2 | Q3 | Q4 | | | | |
| Excellent and efficient customer focused services. Investment in front line service delivery to meet increasing customer demand. | | Introduce and launch new Customer Connect Hub | Strategic salary review of frontline roles | | Launch a new delivery model for operational services | | Implement a new housing management system | |
| Meet the diverse needs of customers. Ensure that the tenant voice is heard and influences the customer experience. | Launch new Tenant Scrutiny function Formal Launch of the Together with | Introduce and launch new omnichannel system to improve customer experience through the | | Understanding the diversity profile of all tenants and aligning all services to meet those needs. | Launch an enhanced digital self-service enabling tenants to self-appoint repairs at point of order | Deliver the Tenant Voice Delivery Plan (formerly Strategy) | | Predictive and proactive service delivery (links to data) (Personalised experience) |



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|------------------------------------------------------|-----------------|----------------------|--|-------------------------------------------|--|--|--|--|
| Effective and easy to access communication channels. | Tenants Charter | Customer Connect Hub | | (Knowing Our Tenants Tenant data project) | | | | |
|------------------------------------------------------|-----------------|----------------------|--|-------------------------------------------|--|--|--|--|

Measures

| Strategic measure | | | | | | Lead (linked) measure | | | | | |
|---------------------------------------------------------------------------------|------|------|------|------|------|--------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 |
| Tenant Satisfaction (TSM) | 72% | 75% | 80% | 85% | 85% | Satisfaction with repairs (TSM) | 74% | 75% | 78% | 79% | 80% |
| | | | | | | Satisfaction with time taken to complete most recent repair (TSM) | 72% | 73% | 74% | 75% | 76% |
| | | | | | | Satisfaction with landlords approach to handling complaints (TSM) | 42% | 45% | 50% | 55% | 60% |
| | | | | | | Average Speed of answer (CCH performance) | 30 secs | 30 secs | 30 secs | 30 secs | 30 secs |
| | | | | | | Abandoned calls (CCH performance) | 3% | 3% | 3% | 3% | 3% |
| | | | | | | Overall satisfaction with customer experience (CCH performance transactional survey) | 98% | 98% | 98% | 98% | 98% |
| | | | | | | Satisfaction that the landlord keeps communal areas clean and well maintained (TSM) | 69% | 69% | 70% | 71% | 72% |
| | | | | | | Satisfaction with the landlords approach to handling anti-social behaviour (TSM) | 74% | 74% | 74% | 75% | 75% |
| Satisfaction that the landlord listens to tenant views and acts upon them (TSM) | 72% | 73% | 74% | 75% | 75% | Satisfaction that the landlord keeps tenants informed of what matters to them (TSM) | 75% | 77% | 79% | 81% | 83% |
| | | | | | | Agreement that landlord treats tenants fairly and with respect (TSM) | 86% | 87% | 88% | 89% | 90% |
| | | | | | | Satisfaction that landlord makes a positive contribution to neighbourhoods (TSM) | 79% | 79% | 79% | 80% | 80% |



EDI analysis will be conducted against all measures to ensure that any disparities in experience or quality of service for different groups of people are identified and addressed as part of reaching our strategic measures.

Risk

Include links to how this strategy supports the risk score and risk appetite

| Risk Ref | Risk Title | How the Strategy addresses the risk | Current RAG |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 06 | Customer satisfaction impacted by substandard, poorly designed services which are difficult to access and do not meet the needs of customers. | The strategy aims to ensure that services delivered place the tenant at the centre, and improvements made are tenant influenced ensuring they meet the needs and requirements of tenants and communities in which we operate. | 8 |
| 08 | Tenants consider neighbourhoods to be unsafe place to live leading to increased dissatisfaction, in services provided and environment. | Through refocusing the community safety service delivery, the strategy will ensure it is continuing to effectively tackle anti-social behaviour collaboratively with key partners and stakeholders. | 9 |
| 09 | Engagement and collaboration with key partners and stakeholders is not effective and leads to misunderstandings, conflict, dissemination of misinformation and lack of trust | By working with key partners and stakeholders in a transparent and open way, the strategy will ensure that we are working effectively together to meet and address any challenges. | 9 |

| Risk appetite title | Current appetite |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Partnership opportunities – Through open and transparent communications, the strategy aims to build new, and strengthen existing partnerships. | Balanced |
| Operational service delivery – Through process re-engineering, investment in colleagues and the implementation of new technologies, operational service delivery will be improved. | Open |
| Technological innovation - Appropriate technological solutions will be implemented to ensure the success of the strategy and improved customer experience. | Open |
| Community wellbeing and social value - Through the development of existing and new partnerships, and empowerment of communities, the strategy aims to remain focused on community wellbeing and the creation of social value. | Balanced |
| Tenant wellbeing and social value - By launching a new delivery model for operational services, we will create partnerships and projects which will meet the diverse needs of tenants. | Open |



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| Enhancing tenant voice - Through ensuring that the tenant voice is heard, influences the customer experience, and holds the organisation to account, the strategy aims to explore innovative methods to actively engage tenants and ensure through data and analytics enhance the tenant voice. | Ambitious / Entrepreneurial |
| Staff experience and culture - The strategy aims to achieve and maintain a high colleague satisfaction score. | Open |
| Equity, diversity, and inclusion - The strategy aims to design, implement, and maintain equitable services for all customers. | Open |
| Reputation and stakeholder relationships – Through collaborative and transparent engagement, the strategy aims improve ForHousings reputation by building and improving stakeholder relationships. | Ambitious/ Entrepreneurial |

Supporting documents

| Document | Created by | Approved by | Notes |
|----------|----------------|-------------|-------|
| IDMF | Sharon Wallace | | |

Equity statement

We value diversity and work hard to create an environment of inclusion and equity for our customers and colleagues. We welcome the requirements to comply with various legal and regulatory requirements that relate to equity, diversity and inclusion and aim to do more. Through our activities we aim to eliminate all forms of discrimination, harassment, and victimisation. By fostering good relations with all stakeholders, we will tackle prejudice, systemic barriers that people face and promote equity. We will make reasonable adjustments to this strategy to ensure individual requirements are met and colleagues and customers can fully meet their potential.