




Broadacres

Customers at the heart of our decision making
2020 – 2023

Introduction

Successful customer engagement is built on;

- A great organisational culture;
- An accountable engagement framework;
- A strong customer voice;
- A clear way of demonstrating the difference made by engagement.

We want our customers to be able to engage with us easily and in the most convenient way for them, so we know when our customer experience is great and when we fall short we learn.

We want our customers to scrutinise and influence our services, but most importantly we want our customers to have choice and be confident we are listening to them and acting on their views.

This strategy has been influenced by our Customers, colleagues, the Board, The Government's Green Paper 'A new deal for social housing' and the National Housing Federation's (NHF) Together with Tenants Plan.

Annex 1 Regulatory Standard



Four themes: Customers at the heart of our decision making

1. We are accountable to our customers

Customers are at the heart of our decision making and we co-regulate our services with them. Customers have a voice at Board level;

- Customer Experience Committee
- Performance and Improvement Panel

2. We develop our services by listening to our customers

A combination of customer engagement activities take place digitally and physically. We want to strengthen our customers perception that Broadacres genuinely cares and we are delivering services and behaving in a manner that understands and supports our customers;

- Digital Customer
- Network Focus Groups
- Journey Mapping

3. We use customer insight to shape our services

Customer engagement activities that are one off or transactional are used to shape our services.

- Complaints
- Compliments
- Suggestions
- Local Monitors
- Surveys
- Mystery Shopping
- Service Reviews

4. We invest in our communities

We will Invest in our communities using a community development approach, and build a customer experience culture though involving customers in organisational development.

- Community investment activities
- Community Development Fund Group
- Procurement and recruitment activities

This strategy compliments our **‘One Broadacres’** transformation programme, our Customer Experience and Digital Strategy and supports the objectives of the Corporate Plan.

1. We are accountable to our customers

Ethics

A key outcome from the green paper was that organisations and their engagement framework should be open, transparent and accountable, and this should be augmented with the ability to evidence and demonstrate how customers had been listened to and their issues acted upon.

Our engagement model shows how our Board, governance structures and colleagues are able to identify and evidence how the customer's 'voice' is able to influence, challenge and make changes to service areas, service standards and customer promises.

Our Board holds the engagement framework to account and we are able to show the real outcomes and impact of our customers being involved.

Our Focus:

1. We will continue to support the Customer Experience Committee (CEC), a sub-committee of the Board, whose role is to challenge a customer experience approach within the organisation.
2. We will continue to support and promote the Performance and Improvement Panel (PIP) in their scrutiny role from a customer perspective, which includes monitoring performance as well as reviewing services using feedback and data from our wider customer base.
3. We will create and adopt our own ambitious standards to exceed outcomes over and above those national standards published by the National Housing Federation.
4. We will work with an independent consultant to facilitate the involvement of customers from the CEC and PIP in an annual review to evidence how we exceed compliance with the Consumer Standards.
5. We will provide the Board with an annual report which will assess the customer impact of their decision making over the previous 12 months.

2. We develop services by listening to our customers

Customer centric approach.

To develop this dimension, we need to strengthen our customers' perception that Broadacres genuinely cares about them, and we are delivering services and behaving in a manner that understands and supports their own agenda.

Our engagement framework has been developed with our customers through a co-design approach. The engagement model shows a blended approach which includes face to face and digital options.

Our UKCSI score enables us to benchmark with some of the UK's leading service organisations across a range of sectors. It provides us with an objective, independent perspective of the state of customer satisfaction in the UK.

Our Focus:

1. Continue to publicise internally and externally all engagement work, including how our customers influence our services and decisions. As part of this be realistic and honest about our aims and achievements.
2. Provide clear information (and processes behind this) for all colleagues to help recruit customers into engagement opportunities.
3. Continue to monitor progress of recommendations made by the PIP through the Board's Audit and Risk sub-committee.
4. Develop and refine the use of our app, Customer Network and Local Monitors for the purpose of excellent digital customer engagement.
5. To ensure that the highest standards of health and safety are maintained by working with customers to identify and address issues.

Annex 2: Engagement Framework Model

Annex 3: UKCSI Definition

3. We use customer insight to shape our services

Shaping and Influencing

For a modern organisation the effective use of business intelligence in shaping decision making is critical, no more so than in ensuring an excellent customer experience, and using data creatively to ensure that we understand the customer well enough to build an emotional connection and personalise services.

We need to use the information we collect from our customers effectively to influence our methods of engagement.

Every interaction with our customers can lead to a wealth of rich information. This information is collected daily by front line colleagues and is often a missed opportunity to listen to and act upon our customers voices, their issues and priorities.

This is an area that is often undervalued and can lead to excellent intelligence from simply having 'conversations'. Good engagement means making use of existing interactions. Capturing the daily conversations between front line colleagues and customer so they can inform the organisation going forward.

Our focus:

1. Deliver high quality customer journey mapping and mystery shopping activities.
2. Continue to analyse complaint trends to identify areas to improve and to monitor our progress.
3. Use customer survey responses more effectively to influence improvements to services for our customers.
4. Ensuring we have a robust framework for the collection and utilisation of customer insight that is both effective and efficient, with an excellent approach to feeding back to the wider communities through all our communication channels.

Annex 4; Customer & Involved Customer data

4. We invest in our communities

Emotional Connection

“One Broadacres”

- **We listen;**
- **We care;** and
- **We are creative.**

We are focused on tackling stigma and in celebrating thriving communities.

We want to develop high levels of trust and ensure our customers have choice and influence at every level.

We want to build real feelings of trust and reassurance with our customers, recognising that emotion influences the actions of our customers.

And, by continuing to work with our network of organisations contributing to the wellbeing of North Yorkshire we will invest in our communities and broaden our reach through the use of digital communication and marketing.

Our Focus:

1. Continue to invest in community initiatives based around the themes of starting young, active living, financial inclusion, easy access and creating opportunities.
2. Through the Community Development Fund continue to invest in small community based and voluntary groups to help deliver projects.
3. Embedding a set of workplace behaviours based on our values to drive forward great customer experience, both internally and externally.
4. Establishing an emotional connection with our communities that will make us a “go to” organisation for our partners and stakeholders.



“ Our engagement framework has been developed with our customers ”

Broadacres Values

The Broadacres organisational values are central in setting the vision for putting customers at the heart of our decision making.

The service we offer and the communities we serve are integral to the success of our organisation. Our values sit at the core of what we do and how we do it. We are;

- **Passionate:** We are motivated by the work we do and the people we work with to achieve the best outcomes possible.
- **Empathetic:** We take time to listen to others and understand their point of view
- **Respectful:** We treat customers and colleagues with courtesy, politeness and kindness.

The objectives of Broadacres Corporate Strategy are to create:

- **Great homes to live in;**
- **Great customer experiences;** and
- **Great places to live.**

Ensuring customer engagement remains at the heart of decision making will equally rely on the enablers of people, governance and finance.

The Customer Engagement Strategy will help deliver these objectives by:

- Ensuring the customer remains at the heart of our decision making;
- Moving to an experience focussed approach, ensuring our experience meets our customer expectations;
- Developing a digital vision so our customers can take advantage of the benefits new technology brings;
- Effectively resolve and learn from customer insight;
- Build and grow the emotional connection with customers; and
- Ensure and develop a customer ethos.

Annex 1: Regulatory Standards

Annex 2: Engagement Framework Model

Annex 3: UKCSI Definition

Annex 4: Customer and Involved Customer Data

Annex 5: Action Plan

Annex1: Regulatory Standards

Broadacres must adhere to the Regulator of Social Housing's regulatory standards and legislation when delivering services. The regulatory standards are likely to be reinforced once the results of the Government's Green Paper, 'A new deal for social housing', and the NHF's Together with Tenants approach are concluded. In terms of the strategy we have considered the current involvement and empowerment standard which sets out required outcomes for:

- Customer service, choice and complaints;
- Engagement and empowerment.

The final outcomes of the Government and NHF consultations could result in changes that will need to be incorporated into our approach, and as such we are committed to reviewing this strategy once the detail is known.

An annual self-assessment against the standards will be led, undertaken and reported on by our involved customers to Board to ensure compliance and identify areas for improvement.

ANNEX 2

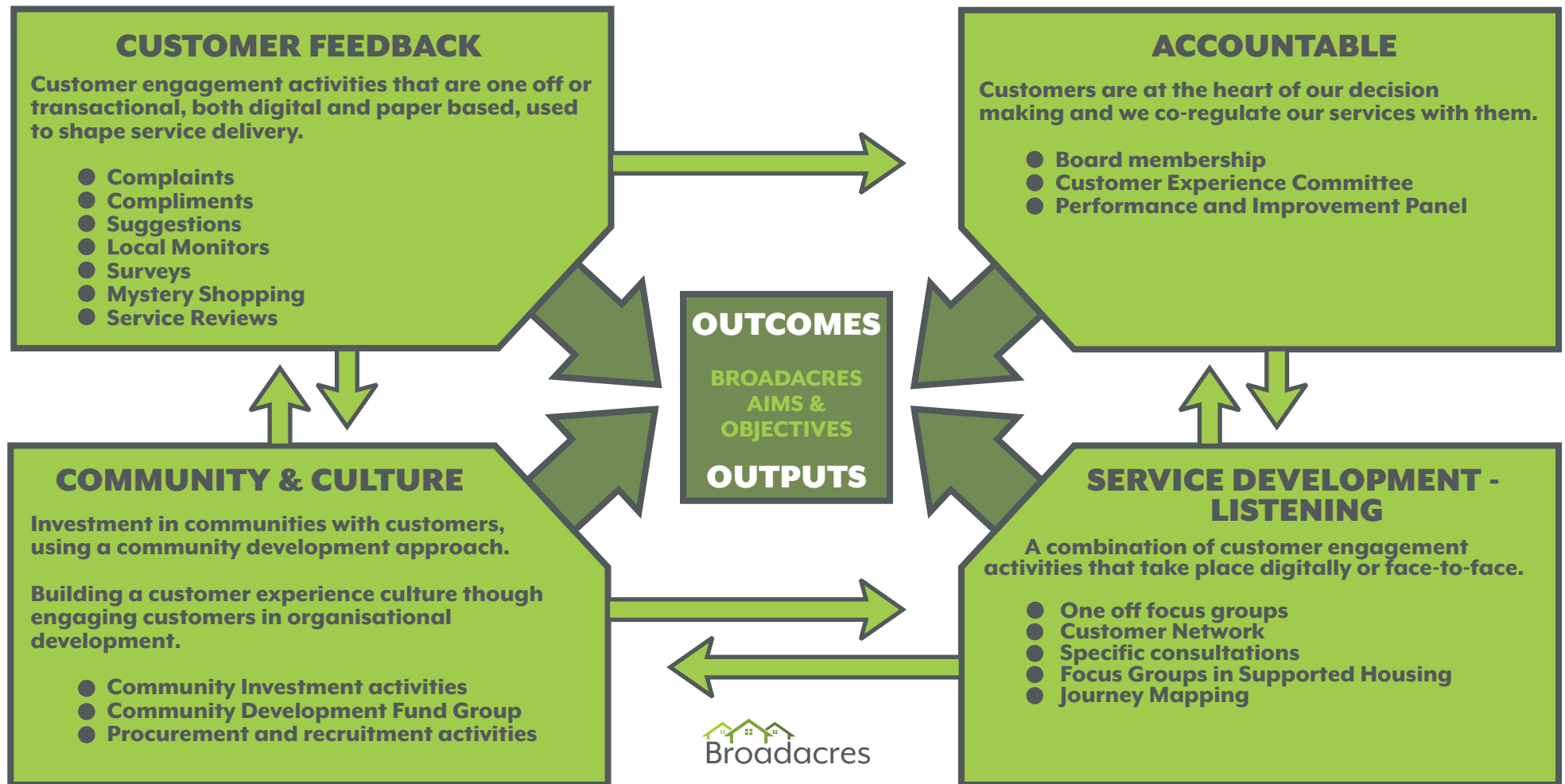
BROADACRES CUSTOMER ENGAGEMENT FRAMEWORK

Outlines the customer engagement activities that we facilitate to effectively listen to and act on what customers tell us.

This includes how these activities link together.

Shows the amount of influence and challenge our customers have.

Illustrates how the outcomes and outputs from effective engagement impact on Broadacres aims and objectives.



ANNEX 3

UK Customer Satisfaction Index (UKCSI)

The UKCSI provides an objective, independent perspective of the state of customer satisfaction in the UK, enabling Broadacres to benchmark with some of the UK's leading service organisations across a range of sectors.

To really understand and get beneath the figures we need to better understand our customers. We need to consider a wider range of measures rather than just 'overall satisfaction' or how satisfied they are with different services.

For engagement to be truly accountable there needs to be the right culture within our organisation that demonstrates real emotional connections, customer ethos and ethical standards.

As well as reporting an overall index score based on customers' responses across the full range of measures, the UKCSI includes index scores for five distinct dimensions of the customer experience;

1. Experience
2. Complaints
3. Customer Ethos
4. Emotional Connection; and
5. Ethics

ANNEX 4

Customer Profile – Current Tenancies

Age Banding				
	Male	Female	Trans Gender	Not Held
15-24	1063 (19.4%)	1010 (14.9%)	3 (27.3%)	16 (37.2%)
25-34	913 (16.7%)	1252 (18.5%)	1 (9.1%)	14 (32.6%)
35-44	738 (13.5%)	999 (14.8%)	2 (18.2%)	6 (14.0%)
45-54	732 (13.4%)	937 (13.8%)	1 (9.1%)	1 (2.3%)
55-64	718 (13.1%)	844 (12.5%)	2 (18.2%)	5 (11.6%)
65-74	611 (11.2%)	710 (10.5%)	1 (9.1%)	0 (0.0%)
75-84	394 (7.2%)	554 (8.2%)	1 (9.1%)	0 (0.0%)
85+	207 (3.8%)	357 (5.3%)	0 (0.0%)	0 (0.0%)

Employment Status	
Retired	2075 (17.2%)
Full Time Work 30+ hours	2576 (21.3%)
Other Adult	621 (5.1%)
Not Seeking Work	1133 (9.4%)
Not Held	1695 (14.0%)
Long Term Sick/disability	640 (5.3%)
Job Seeker	664 (5.5%)
Part Time Work 30- hours	1153 (9.5%)
Self Employed	159 (1.3%)
Full Time Student	284 (2.3%)
Child Under 16 years	1084 (9.0%)
Government Training/ New Deal	7 (0.1%)

Gender	
Female	6663 (55.1%)
Male	5376 (44.5%)
Not Held	42 (0.3%)
Trans Gender	11 (0.1%)

Clients with Disability	1372 of 12092 (11%)
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Marital Status	
Married	2012 (17%)
Not Held	5576 (46%)
Divorced	277 (2%)
Single	2476 (20%)
Widow	233 (2%)
Cohabiting	1271 (11%)
Separated	229 (2%)
Civil partners	18 (0%)

Religion	
Christian	5155 (42.6%)
No Religion	2311 (19.1%)
Declined To Say	707 (5.8%)
Other Religion	73 (0.6%)
Jewish	7 (0.1%)
Refused To Give Info	86 (0.7%)
Muslim	13 (0.1%)
Buddhist	20 (0.2%)
Not Held	3717 (30.7%)
Sikh	1 (0.0%)
Islamic	2 (0.0%)

Nationality	
UK National Resident in UK	6558 (54.2%)
Not Held	5258 (43.5%)
Refused	31 (0.3%)
UK National Returning From O/S	8 (0.1%)
Other European Economic Area	23 (0.2%)
Any Other Country	73 (0.6%)
Latvia	18 (0.1%)
Poland	112 (0.9%)
Lithuania	4 (0.0%)
Slovakia	6 (0.0%)
Czech Republic	1 (0.0%)

Ethnicity	
Asian/Asian British Indian	3 (0.0%)
Asian/Asian British Other	9 (0.1%)
Asian/Asian British Pakistani	1 (0.0%)
Black/Black British African	8 (0.1%)
Black/Black British Caribbean	8 (0.1%)
Black/Black British Other	8 (0.1%)
Chinese	3 (0.0%)
Gypsy/Romany/Irish Traveller	12 (0.1%)
Mixed Other	12 (0.1%)
Mixed White Asian	14 (0.1%)
Mixed White/Black African	9 (0.1%)
Mixed White/Black Caribbean	8 (0.1%)
Not Held	2637 (21.8%)
Other Ethnic Group	42 (0.3%)
Refused To Provide Information	36 (0.3%)
White British	9005 (74.5%)
White Irish	44 (0.4%)
White Other	233 (1.9%)

Sexual Orientation	
Bisexual	16 (0.1%)
Details Withheld	993 (8.2%)
Gay	24 (0.2%)
Heterosexual	7352 (60.8%)
Lesbian	29 (0.2%)
Not Held	3677 (30.4%)

Average Age	
Male	46 (44.5%)
Female	48 (55.1%)
Trans Gender	44 (0.1%)
Not Held	31 (0.3%)

Date of report: 16.06.2020

Involved Customer Profile

Involvement Group	Client Count
*CE Committee	3
*Community Dev Fund	3
*Customer Liaison	16
*Customer Network	253
*DDT	1
*Environmental Group	2
*J Mapping Involved	17
*J Mapping Trained	5
*Local Monitors	66
*PIP	6
Total	371

Age Banding			
	Female	Male	Trans Gender
0-15	0 (0.0%)	0 (0.0%)	0 (0.0%)
16-24	5 (2.1%)	1 (0.8%)	0 (0.0%)
25-34	29 (12.1%)	4 (3.1%)	0 (0.0%)
35-44	43 (17.9%)	20 (15.4%)	0 (0.0%)
45-54	59 (24.6%)	28 (21.5%)	1 (100.0%)
55-64	38 (15.8%)	31 (23.8%)	0 (0.0%)
65-74	38 (15.8%)	35 (26.9%)	0 (0.0%)
75-84	25 (10.4%)	7 (5.4%)	0 (0.0%)
85+	3 (1.3%)	4 (3.1%)	0 (0.0%)

Employment Status	
Long Term Sick/disability	27 (7.3%)
Not Seeking Work	36 (9.7%)
Full Time Work 30+ hours	116 (31.3%)
Part Time Work 30- hours	47 (12.7%)
Other Adult	19 (5.1%)
Retired	74 (19.9%)
Job Seeker	20 (5.4%)
Full Time Student	1 (0.3%)
Not Held	26 (7.0%)
Government Training/ New Deal	1 (0.3%)
Self Employed	4 (1.1%)

Gender	
Female	240 (64.7%)
Male	130 (35.0%)
Trans Gender	1 (0.3%)

Clients with Disability	59 of 371 (16%)
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Marital Status	
Not Held	101 (27%)
Single	106 (29%)
Married	86 (23%)
Separated	11 (3%)
Cohabiting	35 (9%)
Divorced	26 (7%)
Widow	6 (2%)

Ethnicity	
White British	343 (92.5%)
Black/Black British Caribbean	3 (0.8%)
Mixed White Asian	3 (0.8%)
Not Held	13 (3.5%)
White Irish	1 (0.3%)
White Other	3 (0.8%)
Black/Black British African	1 (0.3%)
Other Ethnic Group	4 (1.1%)

Sexual Orientation	
Details Withheld	24 (6.5%)
Gay	3 (0.8%)
Heterosexual	328 (88.4%)
Not Held	16 (4.3%)

Religion	
Declined To Say	26 (7.0%)
Christian	222 (59.8%)
No Religion	97 (26.1%)
Refused To Give Info	2 (0.5%)
Other Religion	4 (1.1%)
Not Held	20 (5.4%)

Average Age	
Female	53 (64.7%)
Male	58 (35.0%)
Trans Gender	49 (0.3%)

Nationality	
UK National Resident in UK	250 (67.4%)
Not Held	113 (30.5%)
Refused	2 (0.5%)
Any Other Country	2 (0.5%)
Other European Economic Area	4 (1.1%)

Date of report: 11.05.2020

ANNEX 5: ACTION PLAN

Customer Engagement Strategy - Action Plan - 'Empowering individuals, strengthening communities'

Priority: We are accountable to our customers			
Aim	Activity	Measure of success	Source/s*
Customers are at the heart of our decision making and we co-regulate our services with them.	Working with the Performance and Improvement Panel (PIP), set high standards of customer engagement that clearly demonstrate how Broadacres exceed the national and regulatory standards.	Our customers influence strategic decisions. Our governance structures are open and transparent. We are accountable to our customers.	Customer Experience Strategy 2020 - 2023
	Work with an independent consultant to facilitate the involvement of customers from the CEC and PIP in an annual review to evidence how we exceed compliance with the Consumer Standards.	We are compliant with the regulatory requirements of the Consumer Standards as a minimum and seek to improve on this based on our customers feedback.	Customers. Involvement and Empowerment Standard.
	Identify opportunities to improve how PIP use data for their scrutiny role which includes monitoring performance as well as reviewing services using feedback and data from a wider customer base.		
Ensure that we meet the requirements of a new Housing white paper.	With involved customers review the white paper once it is available. Assess any changes that may be needed in relation to customer involvement and implement these changes to ensure we continue to exceed the national standards.	Our customer involvement activities meet current government legislation.	
Ensure that our customers have oversight of our performance in	Build on feedback already gathered from our customers on this charter.	We meet the requirements of the charter and seek to change any areas	

relation to the Together with Tenants Charter.	Work with our involved customers to monitor our performance and progress in relation to the charter, once further guidance from the NHF is available.	of service where our customer feel improvements can be made. We will genuinely deliver experiences within our services around customers – reflected in the UKCSI results.	
Our Customers are part of a regional voice that is heard nationally.	Continued support to enable our customers to be involved in an emerging regional lobbying group – North East Tenant Voice.	Our customers can influence national policy.	

Priority: We develop services by listening to our customers			
Aim	Activity	Measure of success	Source/s*
Assess the impact on our customers of new or changed processes, policies, procedures and strategies.	<p>Develop an informative ‘customer involvement options guide’, for all colleagues to use working alongside customer involvement colleagues to ensure that meaningful, relevant involvement with a clear purpose that results in real change occurs. The scope of the guide would include current involvement opportunities, customer feedback and data.</p> <p>Work with our customers to review the repairs policy, develop a Home Standard and agree an excellent new Customer Contract.</p> <p>Involve our customers in the procurement of goods and services</p>	<p>All new or changed processes policies, procedures and strategies will be able to describe within them their customer impact, what we have changed as a result of customer involvement and what we are not able to do.</p> <p>We will genuinely deliver experiences within our services around customers – reflected in the UKCSI results.</p>	<p>Customer Experience Strategy 2020 – 2023</p> <p>Colleagues</p>

	to provide choice, which reflects directly on their experiences.		
Involve customers in health and safety issues.	Provide customers with an overview of the current activities in landlord health and safety. With customers identify any concerns and opportunities for improvement. Implement actions as a result.	We ensure that the highest standards of health and safety are maintained by working with customers to identify and address issues.	Housing Green Paper
Facilitate effortless involvement through agile routes.	<p>Develop and refine the digital offer through the use of our App, Customer Network and Local Monitors for the purposes of digital customer involvement. There is a clear appetite for digital involvement by customers with little time to spare or who face other barriers to involvement.</p> <p>Continue to undertake recruitment campaigns to increase the number of customers involved in the Customer Network and Local Monitors – targeting any underrepresented sections of our customer base.</p>	<p>Increased numbers of customers involved in the Customer Network, Local Monitors and engaged through the App.</p> <p>Our digital involvement options are representative of our wider customer base and are therefore reliable sources of insight to inform decisions.</p>	<p>Customer Experience Strategy 2020 – 2023</p> <p>Customers</p>
Involve our customers in the concept, design and testing of new technologies.	<p>Seeking customer feedback and engaging those who are confident users of technology to act as digital champions, to communicate their experience to others.</p> <p>Helping to develop digital inclusion in North Yorkshire and maximise access</p>	<p>We will genuinely design digital experiences around our customers.</p> <p>Additional customers embracing digital technology as a result of shared customer experiences.</p>	Digital strategy 2019-2023

	to digital services and our wider services, e.g. financial inclusion		
Gain insight and best practice by looking outside the housing sector.	Work with the Institute of Customer Service and undertake regular independent United Kingdom Customer Satisfaction Index (UKCSI) surveys with our customers.	We will genuinely deliver experiences within our services around customers– reflected in the UKCSI results.	Customer Experience Strategy 2020 - 2023

Priority: We use our customers feedback.			
Aim	Activity	Measure of success	Source/s*
Understand our customers journeys – see the journey through customers eyes and understand their needs, wants and expectations.	<p>Develop our organisational capacity to undertake journey mapping activities. One of the most popular ways that customers would like to be involved is by talking to us, no distinct preference as to with whom, in their own homes about their experiences.</p> <p>Continue to use journey mapping and mystery, shopping activities within the context of PIP scrutiny reviews.</p>	<p>Being truly proactive and intuitive to improve the customer experience.</p> <p>We will genuinely deliver experiences within our services around customers – reflected in the UKCSI results.</p>	<p>Customer Experience Strategy 2020 – 2023</p> <p>Customers</p>
Improve customers complaint satisfaction scores.	Continue satisfaction calls to customers following completion of a complaint to gain valuable feedback and scores of their experience. Continue to analyse complaint trends to identify areas to improve and to monitor our progress.	<p>We will transform from an organisation that delivers customer service to customer experience through complaints handling.</p> <p>Strategic decisions are informed by customer feedback data that has been analysed.</p>	Customer Experience Strategy 2020 – 2023

Use customer survey responses more effectively to influence improvements to services for our customers.	Centralize and develop all in house surveys to create a simplified approach with robust reporting.	By using high quality customer feedback, we will be able to develop our services to meet the needs of our customers and deliver great customer experiences. Strategic decisions are informed by customer feedback data that has been analysed.	Digital strategy 2019-2023
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Priority: We have a great culture and invest in communities.			
Aim	Activity	Measure of success	Source/s*
Engender feelings of trust and reassurance through genuine involvement.	<p>Continue to publicise internally (workplace and team meetings preferred by colleagues) and externally all involvement work, including how our customers influence our services and decisions.</p> <p>Provide clear information (and processes behind this) for all colleagues to help recruit customers into involvement opportunities</p> <p>Develop more realtime satisfaction surveys following transactions and ensure that we follow up quickly on customers individual comments.</p> <p>Continue to monitor progress on recommendations made by the PIP</p>	<p>Customers and colleagues see the value of providing us with feedback as this results in real changes and this is reflected in response rates to surveys and participation levels in involvement activities.</p> <p>Our customers feel that we listen to them and act on their views where possible – reflected in the UKCSI results.</p>	<p>Customer Experience Strategy 2020 – 2023</p> <p>Customers</p> <p>Colleagues</p>

	through the Board's Audit and Risk sub-committee.		
Increase awareness of how our customers should be listened to and ensure it is reflected in the culture of the organisation.	<p>Develop a set of workplace behaviours based on values to drive forward customer experience both internally and externally.</p> <p>Deliver customer experience training for colleagues.</p>		People Strategy 2019-2023
Invest in communities through strong partnership working with organisations contributing to the wellbeing of areas where we have homes.	<p>Continue to invest in community initiatives based around the themes of starting young, active living, financial inclusion, easy access and creating opportunities.</p> <p>Through our Community Development Fund continue to involve customers in decision making about small grants for community and voluntary groups to deliver projects.</p>	We will be recognised by our customers and the wider community as an organisation that genuinely cares, has strong social purpose and works alongside communities to help them thrive beyond our primary purpose of providing homes – reflected in the UKCSI results.	<p>Customers</p> <p>Colleagues</p> <p>People Strategy 2020-2023</p> <p>Digital Strategy 2019 – 2023</p>
	<p>Capture, measure and report our social return on Investment.</p> <p>Promote and develop our Corporate Social Responsibility and place shaping role in North Yorkshire.</p>	We will have a clear strategy for and understand fully the impact of our community investment activity.	Customer Experience Strategy 2020 – 2023

***'Customers, Colleagues' within the source column links to feedback from the Customer Involvement Strategy surveys and workshops.**