

Scottish Housing Regulator and needs to meet a range of different standards and outcomes to help ensure the best possible services for our customers.

- 1.2 The Scottish Social Housing Charter Outcome 3 focuses on customer participation. It states that “Social landlords must manage their businesses so that tenants and other customers find it easy to participate in and influence their landlord’s decisions at a level they feel comfortable with.”
- 1.3 In addition, Regulatory Standard 2.4 sets out the requirement that “The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.”
- 1.4 This plan sets out the ways that we intend to meet and exceed these regulatory requirements, maximising the benefits of customer engagement and insight to our organisation. It is based on the principle of putting our customers at the heart of all that we do, and shaping the services that we deliver, our approaches and decision-making processes, around their needs and priorities. By doing this we can ensure that our organisation remains focused on our customers and delivers real improvements for them and for the wider community.

2. Aims & Objectives

- 2.1 Maryhill Housing’s Vision is “Great homes in strong and thriving communities”. This is supported by our four long term strategic objectives:
 - Improve customer experience
 - Enable better lives
 - Provide better places
 - Developing a sustainable business
- 2.2 Effective customer insight and engagement is most closely linked to improving customer experience but is key to achieving all four of these objectives in a way that takes accounts of our customers’ and other stakeholders’ needs, views, and preferences.
- 2.3 Listening to and involving our customers is also important when ensuring that we live by our corporate Values of:
 - Think customer first.
 - Take responsibility
 - Embrace people’s differences
 - Keep improving.

3. Making the most of our customer insight information

3.1 As part of our long-term objective to improve customer experience and increase customer satisfaction, we aim to gather feedback on all key services and ensure that this information is being used effectively to improve.

3.2 In addition to our full customer survey, currently carried out at least once every three years, we will also make use of a range of smaller surveys to capture feedback from customers. Our current surveys include:

- Reactive repairs – feedback requested from the customer when a repair is completed.
- New tenants – satisfaction monitored at their settling in visit.
- Anti-social behaviour – feedback requested when a case is closed.
- Customer complaints – feedback requested when a complaint is resolved.
- Investment works – feedback requested when investment works are completed.
- Adaptations – feedback requested when adaptations are completed.
- New build schemes – feedback requested 6 months after moving into their new home.

3.3 As well as satisfaction information, there is other information available to us about our customers and the wider population of Maryhill and Ruchill. This includes census and nationally gathered statistics, as well as local surveys carried out by neighbouring housing associations and the council. From January 2023, the Association has started collecting equality data for all protected characteristics for the following groups:

- Tenants
- Housing Applicants
- Staff
- Job Applicants
- Board members

This all enables us to build up a good understanding of our customers, their needs and aspirations, and the challenges they face. We can then shape our services in a way that helps and suits them most.

During the three years of this plan, we will:

- Investigate options for completing a full customer survey more frequently than every three years.
- Renew our satisfaction figures through a full customer survey to assess the impact that recent improvements have had on our customers' views of the organisation.
- Explore introducing transactional customer feedback and how this could be used to improve services.
- Make full use of equalities data and ensure this is fed into the 2024/25 business planning process.
- Engage with local stakeholders who work with underrepresented groups to promote job and Board vacancies.
- Review the remit of the Learning from Complaints Group to ensure learning is shared with frontline staff.

4. Our Approach to all round customer engagement

4.1 This plan is based around the National Standards for Community Engagement (NSfCE). These provide detailed performance standards that the Association can use to achieve the highest quality results and the greatest impact.

4.2 The NSfCR sets out clear principles that describe the main elements of effective community engagement and states that “Good community engagement is intended to lead to better democratic participation, better services, and better outcomes for communities”.

4.3 Some outcomes of good community engagement include the following:

- The way in which our services are planned, developed, and delivered is influenced by, and responds to, community need.
- People who find it difficult to get involved (for example, because of language barriers, disability, poverty, or discrimination) can help to influence the decisions that affect their lives.
- We can build new relationships with our community which builds trust and makes joint action possible.

4.4 The following chart details what these standards are:

4.5



4.6 The following table details how we will aim to meet each of these standards:

Standard	How we plan to meet this Standard
<p>We will identify and involve the people and organisations that are affected by the focus of the engagement.</p>	<ul style="list-style-type: none"> • The people and groups who are affected by the focus of the engagement are involved at the earliest opportunity. • Measures are taken to involve groups with protected characteristics and people who are excluded from taking part due to disadvantage relating to social or economic factors. • Asking the people taking part to provide feedback to the people they work with or represent. • A wide range of opinions, including minority and opposing views, are valued in the engagement process.
<p>We will identify and overcome any barriers to participation.</p>	<ul style="list-style-type: none"> • Involve all participants when carrying out an assessment of support needs. • Ensure action is taken to remove or reduce any practical barriers which make it difficult for people to take part in engagement activities. <p>Some example of support needs that we will consider are:</p> <ul style="list-style-type: none"> • Providing suitable transport to events. • Providing financial support for childcare. • Providing suitable and accessible venues with appropriate catering. • Providing access to interpreters and communication aids. • Ensuring meetings and events are organised at appropriate times. • Providing access to social media, video conferencing and online resources, where appropriate. • Covering any out-of-pocket expenses.
<p>There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.</p>	<ul style="list-style-type: none"> • Involve the correct people at the start of the process to identify and define the focus that the engagement will explore. • Ensure there is an agreed engagement plan in place. • Share any information which could affect the engagement process and ensure this is used when developing the engagement plan. • Identify what the outcomes of the engagement process should be, what indicators we will use to measure success and, what evidence will be gathered. • Timescales are realistic. • Provide sufficient resources to support the engagement process.

Standard	How we plan to meet this Standard
<p>We will work effectively together to achieve the aims of the engagement.</p>	<ul style="list-style-type: none"> • Roles and responsibilities of everyone involved are clear and understood. • Methods of communication used during the engagement process meet the needs of everyone taking part. • That important information is accessible and shared in time for everyone to properly read it and understand it. • That all communication is open, honest, and clear. • The process is based on trust and mutual respect. • Everyone taking part is supported to develop their skills and confidence.
<p>We will use methods of engagement that are fit for purpose.</p>	<ul style="list-style-type: none"> • The methods used are appropriate for the purpose of the engagement. • These methods are acceptable and accessible to everyone taking part. • A variety of methods are used to make sure that a wide range of voices are heard. • We use creative methods which encourages maximum participation and effective dialogue. Evaluate and adapt the methods used, if necessary, in response to feedback. <p>Some methods we will use to engage with our customers are:</p> <ul style="list-style-type: none"> • Electronic customer surveys - Online surveys sent to all relevant customers (tenants and / or owners) via text and email. • Engaged customer workshops - Workshop sessions with all tenant Board Members, Members of the Association, RTO members, and scrutiny group members invited. Transport costs will be offered to support and encourage customers to be involved. • Targeted customer interviews - One to one interviews with customers who have been identified as having a specific insight into the topic. These customers will usually be identified via the initial online survey. A £20 gift voucher and payment of transport costs will be offered to all participants to help attract interest. • Learning from others - Drawing on best practice examples from other organisations. • Staff workshops - Workshop sessions to allow staff to input into the discussion, with a particular focus on developing internal processes and identifying any barriers to what customers are suggesting. • Representative Groups - Engaging with representative groups, where appropriate i.e., youth groups, refugees etc. when designing these relevant services.

Standard	How we plan to meet this Standard
<p>We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.</p>	<ul style="list-style-type: none"> • Information gathered as part of the process, and what has happened as a result, will be clear and easy to access and understand. • Information is made available in appropriate formats. • Without breaking confidentiality, people taking part will have access to all relevant information. • Feedback is a true representation of the range of views provided during the process. • Feedback includes information on: <ul style="list-style-type: none"> ○ The engagement processes. ○ The options which have been considered; and ○ The decisions and actions that have been agreed, and the reasons why.
<p>We will assess the impact of the engagement and use what we have learned to improve our future community engagement.</p>	<ul style="list-style-type: none"> • The outcomes of the engagement process are met. • Decision taken will reflect the views of people taking part. • Outcomes and services are improved because of the engagement. • The people taking part have improved skills, confidence, and ability to take part again in the future. • Feedback is given to the wider community on how the views have influenced decisions and what has changed as a result. • Learning and evaluation helps to shape future engagement processes.

4.7 More information of the NSfCE can be found here:

The National Standards for Community Engagement are good-practice principles, designed to support and inform the process of community engagement, and improve what happens as a result

There are 7 Standards



Inclusion **Support** **Working together**

Communication **Methods**

Planning **Impact**

Find out more: www.scdc.org.uk/what/national-standards

During the next 3 years of this plan we will:

- Investigate the use of VOiCE software to plan, design, record and deliver customer engagement. This software is provided by the Scottish Community Development Centre.
- Develop a communication plan form to ensure that each standard is considered when carrying out customer engagement.

5. Working with Registered Tenants Organisations

5.1 As part of our overall approach to customer engagement, Maryhill Housing supports locally based Registered Tenants Organisations (RTOs). RTOs must operate within a defined area that includes Maryhill Housing owned or managed properties. Membership must be open to all eligible Association tenants. They must demonstrate their commitment to the interests of its members and can represent the views of its members during consultation processes.

5.2 To become an RTO, an organisation must have a publicly available written constitution that sets out:

- its objectives and area of operation.
- how people can become members of the organisation.
- the way the committee will operate.
- how people can become committee members/office bearers.
- how the business of the organisation will be conducted.
- how decisions will be reached democratically.
- how funds will be managed.
- arrangements for public meetings.
- arrangements for an annual general meeting (AGM).
- how changes can be made to the constitution.
- its commitment to the promotion of equal opportunities.
- its commitment to the promotion of the housing and housing related interests of tenants.

5.3 The committee of the RTO must:

- be elected at their AGM (after the first year).
- have at least three members.
- be open to co-opting others onto the committee throughout the year (where there are spaces).
- have elected office bearers.
- be able to demonstrate that decisions are reached democratically.
- have appropriate accounting records and present an independently examined annual financial statement to their AGM; and
- promote equal opportunities.

5.4 To start a new RTO, Maryhill Housing must receive the following from the tenant organisation seeking registration:

- the written constitution.
- names and contact details of committee members (identifying the office bearers); and
- a description of the area of operation.

- 5.5 A report will then go to the Board, prepared by the Head of Neighbourhoods and Communities, recommending registration. If a group is refused registration, we will explain the reasons why and offer support to help the group become ready for registration.
- 5.6 An RTO can be removed from the Register after an agreed period of notice in any of the following circumstances:
- the tenant's organisation no longer meets the registration criteria; or
 - the tenant's organisation ceases to exist or does not operate; or
 - there is mutual agreement between the landlord and tenant's organisation.
- 5.7 A tenant organisation may appeal to the Scottish Housing Regulator against a landlord's decision to:
- not register the organisation; or
 - remove the organisation from the Register; or
 - not remove the organisation from the Register.
- 5.8 Support to each RTO will be managed by the local Housing Officer, with support from their manager and the Head of Housing as appropriate. This will include attendance at regular RTO meetings throughout the year and assisting to keep a note of these meetings and any actions required between meetings.
- 5.9 As a registered social landlord, the Housing (Scotland) Act 2001 states that we must notify every RTO of any proposed change to our housing management or repairs and maintenance policy or standard of service that is likely to significantly affect tenants. We must also advise them of any significant change to our Customer Engagement Plan, and of any disposal that would result in a change of landlord. We will meet this regulatory requirement by providing updates at RTO meetings on any relevant activities, and by involving RTO members in all engaged customer workshops as outlined above.
- 5.10 We will support RTOs to promote themselves and their activities by assisting them to produce posters to promote events and meetings, and by including details of each group and their schedule of meetings on our website.
- 5.11 RTOs generally have a focus on local issues affecting their area of operation. The Association's support aims to work with RTOs to achieve their aims and tackle issues that are important to them. The Association follows the Community Engagement model as set out at section 4.5. RTO members will be invited to engaged customer workshops but the Association will not collate feedback from RTOs to feed into strategic decision making in other ways.

During the three years of this plan, we will:

- Promote the role and membership of RTOs, particularly in those areas where there are currently no groups in place.
- Review current RTOs supported by the Association to ensure they are still operational.

6. Customer scrutiny

- 6.1 In addition to our RTOs, Maryhill Housing also works with two customer groups that focus on scrutiny of services and performance:
- The Service Improvement Panel
 - The Tenant Service Improvement Group
- 6.2 The Service Improvement Panel is supported by our Corporate Support team. This group is not primarily for general consultation or feedback. Instead, the Panel leads on their own reviews of our services and performance, making recommendations for improvement that are then responded to by management. These scrutiny reviews stand alongside other audits and inspections, providing customer-led assurance to the Board that our organisation is constantly focused on improvement.
- 6.3 The Tenant Service Improvement Group is a registered RTO, and so is supported by our Housing Management team. The Group is particularly focused on value for money and affordability of rents, and therefore also receives assistance from our Director of Resources.

During the three years of this plan, we will:

- Review our tenant scrutiny groups to ensure their purpose is clear and that their work fits with our overall governance structure and with each other.
- Refresh the membership of the Service Improvement Panel, in line with best practice guidelines.

7. Resources

- 7.1 We will support our RTOs and other recognised customer engagement groups in the following ways:
- Initial (one off) start up grants of up to £500.
 - Annual Grants of up to £100 per year.
 - Contribution towards a festive event for the committee of up to £100.
 - Access to the Community Fund.
 - Capacity building and administrative support.
 - Assistance to obtain grants, manage projects and plan events.
 - Staff attendance at meetings.
 - Staff reports to meetings.
 - Use of office accommodation for meetings.
 - Training and social events.

8. Emphasis on digital participation

- 8.1 Online surveys continue to be an important tool for us in gaining insight from our customers, reaching a large number of our customers quickly and inexpensively.
- 8.2 In addition to those sent out via email and text, we are also able to survey our customers via the My Home portal. The role out of improvements to the My Home portal is included within the Digital Strategy 2023-26.

During the three years of this plan, we will:

- Investigate options for carrying out additional transactional surveys with our customers via the My Home portal.

9. Addressing dissatisfaction

9.1 In addition to addressing the overall the themes that come out of our customer insight activities, we will also aim to address any individual customer's dissatisfaction with our services. Following each main survey, we will contact any customers who have used their comments to raise an issue with us, to further discuss their experience and to take any improvement action that is required.

9.2

During the three years of this plan, we will:

- Agree and implement a method of recording and tracking action taken in response to individual customer's issues.

9.3 The following table shows who will be responsible for responding to individual customer's issues for each survey type.

Survey	Who should respond
Reactive Repairs	Customer Experience Manager
New Tenants	Housing Manager
Anti-Social Behaviour	Housing Manager
Customer Complaints	Line manager of staff member who responded to complaint
Investment Works	Investment Manager
New Build Schemes	Head of Development
Adaptations	Investment Manager

10. Training & Development

10.1 We will provide training to all Housing Officers and other relevant staff on tenant participation, group facilitation, and customer research. The need for this training will be assessed at induction and through monthly one-to-one meetings and annual appraisals.

11. Implementation Plan

11.1 The plan below sets out the specific actions we will commit to delivering over the next three years:

Action	2023/24	2024/25	2025/26
Investigate options for completing a full customer survey more frequently than every three years.	✓		
Renew our satisfaction figures through a full customer survey to assess the impact that recent improvements have		✓	

Action	2023/24	2024/25	2025/26
had on our customers' views of the organisation.			
Explore introducing transactional customer feedback and how this could be used to improve services.	✓	✓	
Make full use of equalities data and ensure this is fed into the 2024/25 business planning process.		✓	
Engage with local stakeholders who work with underrepresented groups to promote job and Board vacancies.	✓	✓	✓
Review the remit of the Learning from Complaints Group to ensure learning is shared with frontline staff.	✓		
Develop a communication plan form to ensure that each standard is considered when carrying out customer engagement.	✓		
Investigate the use of VOiCE software to plan, design, record and deliver customer engagement. This software is provided by the Scottish Community Development Centre.		✓	
Promote the role and membership of RTOs, particularly in those areas where there are currently no groups in place.	✓	✓	✓
Review current RTOs supported by the Association to ensure they are still operational.	✓		
Review our tenant scrutiny groups to ensure their purpose is clear and that their work fits with our overall governance structure and with each other.	✓		
Refresh the membership of the Service Improvement Panel, in line with best practice guidelines.	✓	✓	✓

Action	2023/24	2024/25	2025/26
Agree and implement a method of recording and tracking action taken in response to individual customer's issues.	✓		

12. Monitoring Progress

12.1 We will monitor progress with this plan through quarterly reports to our Assurance Board. These reports will include:

- Updates on each agreed action.
- Details of any themes coming out of the information gathered through customer insight and engagement activities.
- Details of how this information has been used to learn and improve.
- Continued monthly reporting of key satisfaction figures in our Key Performance Indicators.