**Customer Insight & Engagement Strategy 2020 - 2022**

## 1. Introduction

1.1 As a registered social landlord Maryhill Housing is regulated by the 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 strategy 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 three long term strategic objectives:
- Improve customer experience and increase customer satisfaction.
- Address poverty and enable customers to make their lives better.
- Provide better homes and developing neighbourhoods to feel proud of.

2.2 Effective customer insight and engagement is most closely linked to improving customer experience, but is key to achieving all three 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.
- Deliver on our promises.
- Celebrate diversity.
- 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 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.

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.  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.

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During the three years of this strategy 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.

- Review the satisfaction survey used for investment work, and introduce surveys for other service areas as appropriate.

- Use our quarterly Complaints & Other Customer Feedback reports to identify emerging themes across our different surveys and to agree any relevant improvement actions.

- Make use of customer insight information from local and national sources to gain a better knowledge of the needs, aspirations and challenges of our current and potential customers.

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## 4. Our new approach to all round customer engagement

4.1 The launch of this new strategy brings a new approach to customer engagement, base around the Scottish Federation of Housing Associations' (SFHA's) Customer Experience Resource.  This toolkit helps housing associations improve their customer engagement when designing policies, procedures, standards and other changes.

4.2 For each of these engagement processes we will use the following methods to engage our customers and staff:

| | |
|---|---|
| **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. |
| **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 £10 gift voucher 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. |

4.3 A full outline for each of these stages along with the templates to be used are saved here:
F:\Corporate Services\Customer Engagement\Customer Experience Resource.pdf

During the three years of this strategy we will:

- Use the Customer Experience Resource when making any key changes that may impact upon our customers.

## 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 during the course of 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 Housing, 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 tenants organisation no longer meets the registration criteria; or
- the tenants organisation ceases to exist or does not operate; or
- there is mutual agreement between the landlord and tenants 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 providing assistance 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 tenant participation strategy, 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.

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During the three years of this strategy we will:
- Promote the role and membership of RTOs, particularly in those areas where there are currently no groups in place.

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## 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 strategy 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. New 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. This portal is still being developed and will be further promoted with both our new and existing customers over the next year.

> During the three years of this strategy we will:
> - Investigate options for carrying out additional 'pulse point' surveys with our customers via the My Home portal.
> - Review and amend our Privacy Policy and Fair Processing Notices to ensure we have consent from all our customers to send them surveys via emails and texts.

## 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.

> During the three years of this strategy we will:
>
> - Agree and implement a method of recording and tracking action taken in response to individual customer's issues.

## 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 | 2020/21 | 2021/22 | 2022/23 |
|---|:---:|:---:|:---:|
| 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. | ✓ | ✓ | ✓ |
| Review the satisfaction survey used for investment work, and introduce surveys for other service areas as appropriate. | ✓ | | |
| Use our quarterly Complaints & Other Customer Feedback reports to identify emerging themes across our different surveys and to agree any relevant improvement actions. | ✓ | ✓ | ✓ |
| Make use of customer insight information from local and national sources to gain a better knowledge of the needs, aspirations and challenges of our current and potential customers. | | ✓ | |
| Use the Customer Experience Resource when making any key changes that may impact upon our customers. | ✓ | ✓ | ✓ |

| Action | 2020/21 | 2021/22 | 2022/23 |
|---|---|---|---|
| Promote the role and membership of RTOs, particularly in those areas where there are currently no groups in place. | ✓ | ✓ | ✓ |
| 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. | ✓ | | |
| Investigate options for carrying out additional 'pulse point' surveys with our customers via the My Home portal. | | ✓ | |
| Review and amend our Privacy Policy and Fair Processing Notices to ensure we have consent from all our customers to send them surveys via emails and texts. | ✓ | | |
| 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 strategy through quarterly reports to our Assurance Board. These reports will include:

- Updates on each agreed actions.
- 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.