



Solihull
Community Housing
Shaping our neighbourhoods

Customer Experience Strategy (Infographic) 2024

Introduction

In recent years, the social housing sector has seen a shift towards a more customer-centric approach, which recognises the importance of providing a positive customer experience for customers. The Regulator for Social Housing has revised and strengthened its consumer standards to place our customers, their views, and their experiences, front and centre.

Our Strategic Vision is clear; to create better homes and thriving communities. This is underpinned by our values- we are not just concerned with what we do, but how we do it. Our Customer Experience Strategy provides a blueprint for how we plan to do this.

What is Customer Experience?

Customer experience is the overall perception and interaction a customer has with SCH. It is defined by all the touchpoints, interactions and experiences customers have with SCH across all aspects of their journey.



What our Customers have told us

Customer insight has been the key driver in the development of the CX strategy. Insight has been drawn from across multiple sources including; Quarterly TSM perception survey, transactional surveys, complaints, and engagement activity including the Big Conversation.

What our customers said mattered most was:

-  Listen to my views and concerns and act on them
-  Maintain good communication with me when you deliver services
-  Provide me with good customer service
-  My home being safe
-  A good quality and timely repairs service
-  A service that responds quickly and effectively to anti-social behaviour

Vision



- We think Customer first; process, systems and property second.
- Strong relationships are built with customers by default, based on respect, insight and understanding.



- We are a learning organisation; we use what we know to continually improve the experience for our customers



- We create trust and understanding through transparent, compassionate and timely communication



- We strive to deliver good quality, consistent operational services based on strong foundations.



- We invest in our people, so they are equipped to deliver a great experience to our customers.



- Customer satisfaction is in Q1 in all TSMs.





Theme One: Customer Focused Culture 'Putting Customer at the heart of everything we do'

Guiding principles

- SCH is built on a culture of fairness, courtesy and respect
- We are customer service officers first, specialist officers second
- We see the customer in their home, not a property that we manage
- We empower staff by providing learning and development opportunities for staff to develop the right skills to support a positive internal and external customer experience culture.
- We support staff to make customer centric decisions whilst managing customer expectations.
- Services are designed to provide a consistent experience across all touchpoints, channels and services.
- We show empathy and understanding towards customer needs and concerns.
- Building relationships with customers is 'what we do'
- We are diverse and inclusive by default
- We celebrate good customer experiences and good customer service
- We live and breath the heart values when dealing with customers.
- We use complaints and other customer insight to drive learning, service development and delivery and decision making.

How will we achieve this?

- Strong Customer Promise
- Customer First Development Programme – develop and embed a robust and ongoing development and training programme across the organisation for
 - Our leaders
 - Our managers
 - Our people
- Delivery of a good customer experience embedded into the onboarding, probation and PDR processes.
- Strengthen our complaints process and ensure learning is embedded across SCH.
- Develop and embed a new Voice of the Customer Framework across the organisation.
- Customer service accreditation
- Pilot and roll out of Every Contact Counts initiative.
- Develop a culture of challenge – challenging poor CX practices and behaviours.
- Implement initiative to challenge social housing stigma.
- Stronger onboarding for residents to ensure all residents understand roles and responsibilities, standards and accountability.
- Review and implement new Service Standards in conjunction with residents



Theme Two: Understanding and Responding to our Customers Needs 'Everyone Matters'

Guiding principles

- We strive to understand who our customers are and what their needs and preferences are.
- We have a detailed understanding of customers living in high-risk buildings.
- We use customer information in all day-to-day interactions to tailor the experience to the individuals' preferences and needs,
- We have a good understanding of the different customers and communities we serve and their diverse needs and provide the right support and access to services to deliver fair and equitable outcomes for customers.
- We understand that customer and property information go hand in hand.
- We use customer information and our understanding of our diverse communities to inform service design and develop future services.

How will we achieve this?

- Collection and storage of data through the 'Everyone Matters' campaign.
- Strengthen the mechanisms used to maintain customer data, primarily through the data strategy.
- Further development of the Inclusive Service Register to:
 - Include transient needs and vulnerabilities
 - Ensure it is applied across the organisation
 - Focus on training.
- Provide a range of adjustments to tailor responses and services delivery based on customer need.
- Targeted support for:
 - Mental health and neurodiversity
 - Provision of wellbeing
 - Financial hardship
 - Cost of Living



How will we achieve this?

- Review the self-assessment against the Housing Ombudsman Spotlight report – A relationship of Equals to ensure all recommendations are actioned or in train.
- Implementation of the data, knowledge and information strategy to ensure good data quality, governance and infrastructure is maintained.
- Use data to ‘know our silence’, with a focus on damp and mould and mental health.
- Develop customer profiles to target service delivery, support and communications
- Pilot and roll out of ‘Every Contact Counts’ initiative.
- Ensure that customer profile data is considered and integrated into service and policy development, delivery plan and decision making
- Analyse TSM and transactional customer surveys by customer profile information to ensure fair access to services.



Theme Three: Strong Customer Voice

‘Using the customer voice to codesign, influence and improve services’

Guiding principles

- ‘Nothing about you, without you’ principle
- Strong scrutiny and resident engagement arrangements are in place to involve residents in setting priorities, service design and performance management.
- We have specific engagement arrangements in place for our high risk buildings to ensure that residents’ voices are heard and acted upon
- We learn from complaints and other customer insight, and make service improvements as a result of what we learn
- We continually monitor services to ensure we are delivering what we say we will.
- We use customer insight, data and feedback to inform all of our decision making and service design
- The SCH culture allows us to really hear what customers are telling us, both directly and indirectly, and to act on what we hear.
- We ensure we close the loop with customers, so they know what has changed as a result of their involvement and feedback

How will we achieve this?

- Continue to deliver a strong engagement framework that is reviewed biannually to ensure it is fit for purpose
- Support and facilitate a resident scrutiny function – Review arrangements in light of the new consumer standards to ensure they are fit for purpose.
- Develop and embed the voice of the customer framework across the organisation to collect, analyse, act on and feedback
- Maintain Tpas accreditation.
- Regularly ask a sample of customers who have experienced our services to tell us about their experience through transactional surveys, TSM surveys, telephone surveys and focus groups.
- Provide specific opportunities to codesign and influence the Delivery Plan and future priorities
- Implement a ‘check and challenge’ approach (mystery shopping, resident audits etc)
- Resident Voice section to be included in all ELT, committee and board reports.





Theme Four: Well Connected Customers

‘Making it easy for customers to navigate the services and support provided’

Guiding principles

- We strive to understand customers’ communication preferences and use this as far as possible in day-to-day transactions.
- Staff have access to 360-degree view of the customer
- Customers can access SCH in the way that best suits them; digital is by choice not be default.
- We provide digital and self-serve services that are easy to use, fast, reliable and inspire confidence
- We provide choices for people to engage with us, on their terms.
- We maintain a full Contact Centre operation.
- We invest in technology where it adds value
- We acknowledge that well-connected internal customers are as important as external customers when providing a good customer experience

How will we achieve this?

- Implementation of One SCH to provide:
 - 360-degree view of residents
 - Case management
 - Customer portal
 - Chatbot
 - Workflow functionality
- Collection of more robust communication preference data through Everyone Matters
- Embedding of ISR
- Support customers to be digitally included though the implementation of a digital inclusion programme
- Contact centre workforce review
- Review of website, including accessibility



Theme Five: Great Communication

‘Creating trust and understanding through transparent, compassionate and timely communication’

Guiding principles

- We have a strong framework for providing proactive communication to ensure customers are well informed.
- We interact and communicate with customers with compassion, clarity and regularity.
- We consistently communicate at key touch points throughout the customer journey.
- We equip staff with the right tools, learning and development opportunities to ensure there is a consistency in approach and behaviours towards communications.
- There is a variety of communication methods to meet customers’ needs.

How will we achieve this?

- Strong Customer Promise (customer service standard)
- Stronger customer culture (see theme 1)
- We strive to understand customers communication preferences and use this as far as possible in day-to-day transactions
- Develop clear, consistent service standards and protocols for individual communications from staff
- Development of a communication Toolkit to support staff.
- Training on how to communicate written/verbally
- Maintain multichannel communications
- Tailored communications based on customer profiles
- Specific, tailored building safety communications
- Undertake a programme of customer journey mapping to understand communication touchpoints. (to build into the business process maps)
- Review of website, including accessibility
- Review of translation services





Theme Six: Brilliant Basics

‘Effective and efficient operational service delivery’

Guiding principles

- We will provide brilliant basics across core housing services.
- We will strive to understand the customer journey and reduce pain points.
- We will have clear service standards in place, so customers understand the service offer
- We will learn from complaints and other customer insight to improve services
- We will always consider how service design impacts on the customer experience.

How will we achieve this?

- Use the business process mapping to ensure services deliver value, quality and meet needs and priorities of the customer and communities we serve.
- Review our customer journeys and provide our customers with effective and efficient service delivery- Customer journey mapping to identify the pain points.
- Implement a more robust Service Improvement Programme
- Review service standards with residents.
- Implement a check and challenge approach (mystery shopping, resident audits etc)



Theme Seven: Keeping Customers Safe in their Homes

Guiding principles

- We take a ‘Safety first approach’
- Customers’ safety is fundamental
- Building safety communication and engagement is at the heart of what we do
- We are professionally curious in all of our interactions with customers to ensure we are keeping customers safe

How will we achieve this?

- Specific building safety communication and engagement strategy
- Provision of mandatory building safety information to all customers in high risk buildings
- Regular customer safety information in the newsletter, on social media and on the website
- Development and implementation of building and resident safety forum
- Review building safety agreements yearly
- Regular building safety engagement activity
- Dedicated customer safety section on the website
- Pilot and rollout of Every Contact Counts initiative
- Regularly ask residents if they feel safe and follow up where people state they do not.
- Attend and contribute to community safety partnership meetings



Enablers

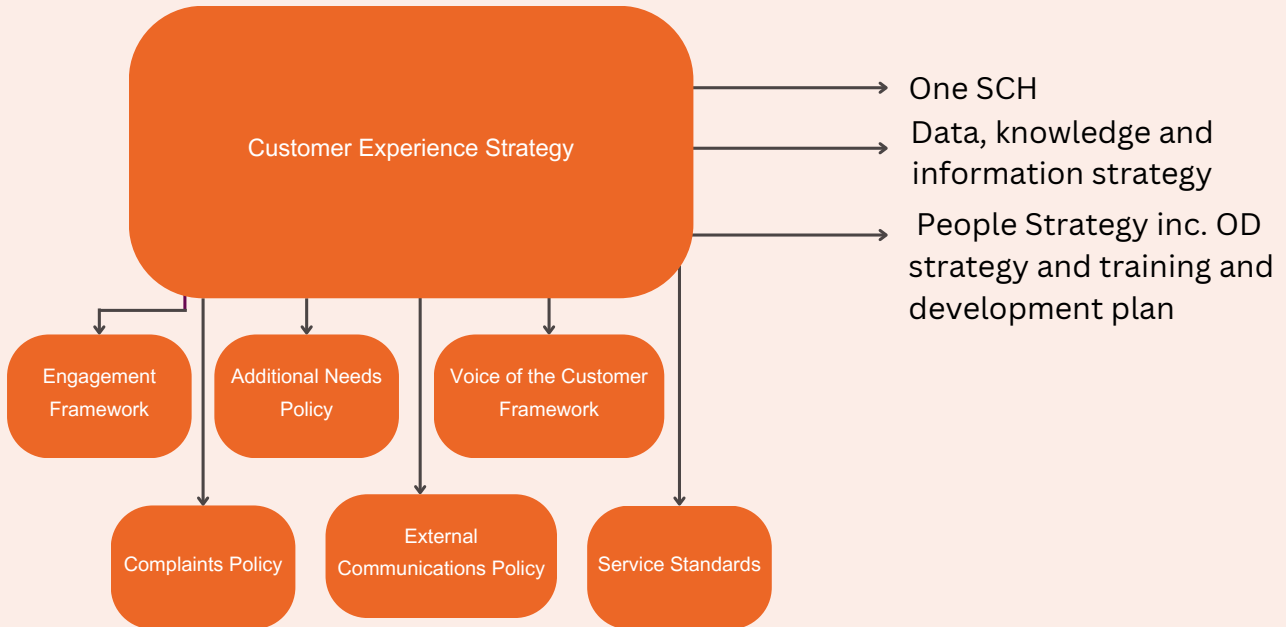
Guiding principles

- Implementation of Netcall
- Reliable customer facing systems and process that enhance the customer experience
- Reliable internal systems that support service delivery and enhance the customer experience
- Implementation of the Data, Knowledge and Information Strategy

- Accurate up-to-date customer data
- People Strategy – Organisational development and training plan and training
- Resources to deliver the strategy across operational and back office teams



Overview of Customer Framework Strategy



Measuring Success

- Above median in all perception TSM is year one
- Q1 in all perception TSM is year two
- Less than 5% of complaints moving to stage 2
- Increased staff satisfaction over 2 years (measured through NPS)
- Increase in outcomes from customer engagement.
- Increase use of ISR by staff (insight report)
- All staff complete customer first development programme within one year of implementation
- Customer service accreditation
- Retain Tpas Accreditation



Road Map

There is also a road map which can be found in the complete strategy.

To view the full strategy, scan the QR code.

