

Customer Engagement Strategy

2024-27



Our vision is to be trusted as a socially responsible housing provider which is high performing, community-connected and values based. Our corporate strategy has been structured around the four key elements of the vision: socially responsible; high-performing; community-connected; and values-based.

The purpose of our customer engagement strategy is to deliver specific elements of our corporate strategy, namely:

Values-based

- ▶ Work in partnership with customers through engagement activities to deliver outcomes which matter.
- ▶ Promote and protect an ethical and inclusive culture in which customers feel valued.

Community-connected

- ▶ Be a visible presence in our communities, building positive relationships with customers, local stakeholders and organisations.
- ▶ Optimise external communication to increase transparency, regain trust and build influence so we can be an advocate of customers' priorities.

Socially responsible

- ▶ Sustain high standards of governance to safeguard the social benefit we deliver for future generations. In relation to the customer engagement strategy, this means complying with the consumer standards, specifically the transparency, influence and accountability Standard:
 - ▶ Registered providers must take tenants' views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.
 - ▶ Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.
 - ▶ Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.

Through the delivery of our customer engagement strategy, our goal is that customers feel they are listened to, and the reality of their experience of RHP is understood by the people delivering their homes and services. That they feel that their feedback has influenced the way we deliver our services, make decisions and plan ahead, and that they have the opportunity to scrutinise and feedback on our performance and the things which matter most to them. That they are valued and RHP is connected with our communities and customers.

Where do we want to be in a year's time? The vision for this engagement strategy is to:

- ▶ Have a highly engaged group of customers influencing our decisions and services that represents all customers through a range of engagement opportunities. Through this, ensure that the customer's voice is always heard at the Board and there is strong evidence that there is a golden thread of influence from customers that links through to our vision and strategy for 2024-25.
- ▶ Ensure customers are safe in their homes and where they live through developing resident engagement strategies, knowing how to access services and report concerns.
- ▶ Have in place a strong partnership with customers and other stakeholders which focusses on building strong communities.
- ▶ Ensure that all RHP customers have opportunities to get involved in ways that best suit their needs.

The Customer Engagement Strategy is being developed and co-designed with RHP customers and will be led by our Customer Scrutiny Group. We have already had direct insight from over 100 customers listening to their experience of our services and what's its like to live in their homes and neighbourhoods.

This engagement strategy focusses on developing an operational engagement plan with customers at the heart of the design, scrutiny and communication of what will be delivered. This is about really listening and making a difference to customer's lives and lived experiences through making changes to the way we deliver services and act on what matters most to customers.

We will create a range of engagement opportunities for as many customers as possible, to get involved in ways that suit their needs through a mix of formal and informal groups and feedback channels. Creating a continuous loop of listen, act and feedback will help build trust and encourage customers to engage with us to help build a stronger service.

The Customer Engagement Delivery Plan for this year (2024-25) set out at the end of this strategy is the framework that the Customer Scrutiny Group will use to monitor and report on progress and outcomes. The Delivery Plan is focussed on:

- ▶ **Listen & Experience**, where listening and learning from the experiences customers share with us becomes the bedrock of our approach to community engagement.
- ▶ **Influence**, where customers can see quick results of when their feedback changes the way we deliver services, influences our strategies, plans, customer outcomes and policies.
- ▶ **Scrutinise**, through focussing on those areas that matter most to our customers and using insight and first-hand experience of the impact of services.

Our Customer Scrutiny Group will regularly report on progress against the action plan through regular updates on our Customer Engagement page (insert link) on our website (or in other formats where requested).



Listen & Experience

We hear from many of our customers through their contact with us and this engagement although informal does continually shape the way we deliver our services. Complaints and other forms of feedback in person or through surveys are used to review current services and to allow us to think differently about how to implement new ways of working.

We will leverage customer experiences to shape our services and influence the development of this customer engagement strategy by actively meeting with customers to understand their understanding and identifying key areas for improvement. This approach will aim to build trust and loyalty, demonstrating our commitment to putting customers at the heart of everything we do.

What we want to achieve through listening to our customers and meeting with them is to understand more about their experiences and how through working together we can continually improve the services they receive. We have introduced new approaches or changed the way we delivered services as a result of customer feedback. Examples include:

- ▶ Introduced electronic tenancy agreements to make it easier and more convenient to become an RHP customer.
- ▶ Enhanced our re-let homes offer and providing more choice.
- ▶ Implemented a priority service for older customers (Winter Warmer) to ensure they can access services from RHP and other organisations.
- ▶ Continued to refresh and make it easier to contact us 24/7 through our website and other channels.

We have listened to 120 customers, who engaged with us through surveys, in person focus groups, telephone interviews and a discussion on our Facebook group 'My RHP'. Feedback from these customers has helped shape our delivery plan for this year.

We want to hear from as many different voices as possible and recognise the diversity of all our customers, and that a one size fits all approach to

engagement is not appropriate. We will engage with organisations who work closely with some of our more vulnerable customers to ensure that they have opportunities to be involved or their experience is shared with us.

RHP's Board is committed to strengthening our approach to engagement and actively listening to the experience of our customers through a programme of regular estate walkabouts and visits to schemes and neighbourhoods. There will be a connection of engagement through our scrutiny groups and committees through to the Board will ensure that the customer's voice will always be connected and central to the service delivery decisions we make.



Influence

We have a community engagement team who will focus on being out and about on our key estates and neighbourhoods engaging with stakeholders and customers. This local connection will enable many more customers to influence and share their views on what matters most at a local level. It will also help us join the dots between wider neighbourhood issues that often need the involvement of a number of different agencies such as the police and local authority.

We will set up estate action plans for key estates that will enable customers to have greater influence on how our services are delivered locally.

Customers will have opportunities to be involved in panels and editorial focus groups to review policies, ways of working and help shape the implementation of digital services including the redevelopment of our website.

We have customer Board members who represent both tenant and leaseholders views and have a key role in the governance and operation of RHP. Their experience of being an RHP customer helps influence the decision we make at our Board and through other sub committees. Customers can influence our strategy and decisions we make through a range of engagement opportunities from focus groups, surveys, estate meetings, cocreation through development of systems or new services.

We are establishing a new Customer Experience Committee that will report directly to RHP's Board. The Committee will use the feedback from customers through the engagement mechanisms set out within this strategy to direct its workplan and share outcomes with the Board.



Scrutinise

Our Customer Scrutiny Group meet at least four times a year and they review core services including repairs delivery, complaints performance and how we manage estate related issues including anti-social behaviour. They work closely with us to get to the root of what needs fixing, using data and insight to help deliver service improvements.

As part of Building Safety legislation requirements we are creating Resident Engagement Plans for our higher risk buildings. This will be a meaningful way for customers living in these homes to get involved in scrutinising how we ensure we keep them safe.

We know that complaints are a real opportunity to improve our service and we will set up a focus group specifically to look at trends in complaints handling , common themes that reoccur and how we can work together to ensure that improvements are made to prevent the same types of issues happening again.



Customer Engagement Strategy 2024-25

Engagement Strand	What we will do (2024/25)	Outcome for existing and prospective customers	Evidence or Timescale for implementation
Listen & Experience	<ul style="list-style-type: none"> RHP's Board members will visit our neighbourhoods and homes. 	<ul style="list-style-type: none"> Increased understanding of Board members about the re-let experience when prospective customers move into a home and the works we do on empty homes before re-let. Increased understanding of service delivery on estates including major repair schemes (roof replacements) and the impact on existing customers. 	Last date carried out May 2024
	<ul style="list-style-type: none"> We will hold Chief Executive (CEO) Customer Groups. 	<ul style="list-style-type: none"> Customers share their RHP experiences personally with the CEO, through regular Sounding Board meetings for customer and customers who are employees. 	Last date carried out for Customers March 2024 Last date carried out for Customers who are employees May 2024
	<ul style="list-style-type: none"> Carry out monthly Tenant Satisfaction Measures (TSM) Surveys & other transactional surveys. 	<ul style="list-style-type: none"> Feedback from customers will be used to shape future services and TSM survey performance and actions shared with customers. 	Last date carried out May 2024
	<ul style="list-style-type: none"> Establish a 'Live in your shoes' Group (RHP tenant employees). 	<ul style="list-style-type: none"> Set up programme of bi monthly meetings to understand key lived experiences of tenants. 	September 2024
	<ul style="list-style-type: none"> Introduce a dedicated resident engagement page on the RHP website. 	<ul style="list-style-type: none"> Customers will be able to see engagement opportunities with a timetable of activities; our engagement strategy and how we have acted on feedback. 	July 2024
	<ul style="list-style-type: none"> Contact customers and let them know how to get involved and our approach to engagement. 	<ul style="list-style-type: none"> All tenant customers will have awareness of our engagement strategy and how to get involved. 	June 2024 letter to be sent to all tenant customers.
	<ul style="list-style-type: none"> Meet with local charities (RUILS & Richmond Aid) representing vulnerable / disabled customers. 	<ul style="list-style-type: none"> Involve customers with different needs to ensure our approach is inclusive and flexible for getting involved. 	Meeting held with CEO of Richmond Aid

Engagement Strand	What we will do (2024/25)	Outcome for existing and prospective customers	Evidence or Timescale for implementation
Influence	▶ Through our Community Engagement Managers, we will set up estate action plans for key estates.	▶ Customers will be able to get involved at a neighbourhood level to influence local service delivery on estates.	Estate Action Plans introduced from July onwards for key estates.
	▶ Work in partnership with Richmond Council to support the Community Ambassador Programme and the Council's Social Housing Improvement Plan.	▶ A wider group of customers both RHP and other local residents who live on or near our estates will be able to work to shape local services.	June 2024
	▶ Customers continue to be key members of our Board and service committees.	▶ Through customer representation on our Board and service committees we will continue to ensure there is a voice at a governance level.	April 2024 and as part of governance agenda
	▶ Customers will be involved at an early stage in the redesign of our website so that they can influence the content and co create.	▶ The updated RHP website will be designed with and for our customers.	July onwards
	▶ Establish a Customer Editorial Panel to review service policies, customer guides and website content.	▶ Content will be written in plain language or different formats that is approved by customers.	September 2024
	▶ Review MyRHP (Facebook) as an influence channel and ensure it meets customers and RHP needs.	▶ Ensure customer social media channels represent customer views and are a channel of choice with easy access for many and not the few. Aim to repurpose My RHP through an alternative digital platform to focus on service delivery and strategic change.	June / July 2024
	▶ Establish an Older Persons Group within Retirement housing schemes.	▶ Regular programme of meetings in Retirement schemes based on subject areas that matter most to older customer to ensure that this key group can influence the service within schemes.	September 2024

Engagement Strand	What we will do (2024/25)	Outcome for existing and prospective customers	Evidence or Timescale for implementation
Scrutinise	<ul style="list-style-type: none"> Invest in developing and supporting the Customer Scrutiny Group (CSG) to be the key customer group that has oversight and can influence operational delivery. 	<ul style="list-style-type: none"> The CSG will provide regular service reports to the Board that scrutinise key services and share the outcomes with customers. This will include performance, services, policies and change programmes such as the website. 	Meeting to be held in July 2024 and then quarterly.
	<ul style="list-style-type: none"> Work closely with customers living in our Higher Risk Buildings and introduce Resident Engagement Strategies as part of the Building Safety Act. 	<ul style="list-style-type: none"> Resident Engagement Strategies in place for all HRBs and residents involved in scrutinising our delivery against the strategies to help keep customers safe. 	July onwards
	<ul style="list-style-type: none"> Introduce a Customer Service Experience (Complaints) Group 	<ul style="list-style-type: none"> Learning from complaints will be reviewed and actions agreed and shared with customers. 	July 2024



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