



# Customer Strategy

## Havebury Housing Partnership 21-23

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# Introduction

The sector has seen the start of a seismic shift. The tragedy at Grenfell led to the Building Safety Bill and Social Housing White Paper, with a refocus back on residents and relationships between residents and their landlords. The CIH has proposed professional standards to support this, as well as the 'See the Person' campaign, which aims to tackle the stigma attached to those who live in social housing.

The COVID pandemic, as well as having such an effect on people's lives and how we live, has reaffirmed the importance of a home - the physical, as well as emotional importance.

There are wider changes too that will affect us all. The zero-carbon agenda means there will be changes to people's homes and how they live within them. This, is in addition to a changing political landscape, welfare reform and further austerity measures which affect our customers, such as reductions in care and support services.



(pictured) John Chandler, Havebury Tenant



(pictured) Carla Davey, Havebury Shared Owner

We are starting from a good place; delivery of our ‘First Focus’ strategy in 2015-2019 created the foundations from which to build this. Our satisfaction as a landlord remains high and our ‘3 hands offer’ (pg. 10) was and remains a success. But we know there’s further work to do to enhance our position as being a truly customer centric organisation and so this covers all areas of the business. From our people, how and the way we communicate, to having a range of services customers can access, in a way which suit them. This is not about being innovative or ground-breaking, but a ‘back to basics’ approach in how we manage and transact in customer experience.

This strategy sits alongside others across the business, and is the result of consultation with tenants, committee and board members and our colleagues. This resulted in four strands: Process, Culture & People, Technology and Alignment to Values.

This strategy is split across two pillars, ‘Customer First’ and ‘People and Culture’ with technology and alignment to values built into these. All are equally important in terms of us being a truly customer centric organisation and we look forward to working with you over the coming months and years in delivering this.

# Our vision

**We want to keep our customers at the heart of our services to truly deliver a ‘customer first’ approach. Celebrating difference and ever-changing needs, our strategy will make sure that we do this in ways that you, our customers want, as simply and effectively as we can, with people who are committed to deliver.**



(pictured L-R) Nicola Boddey & Steph Paterson,  
part of our Tayfen House Team

# Our Strategic Objectives



**Being a great landlord**



**Developing new affordable homes**



**Investing in our existing homes and communities**



**Playing our part in addressing climate change**



**Building a great team**



**Remaining a thriving business**

# Our Linked Strategies



Corporate Plan



Asset Management



Communications



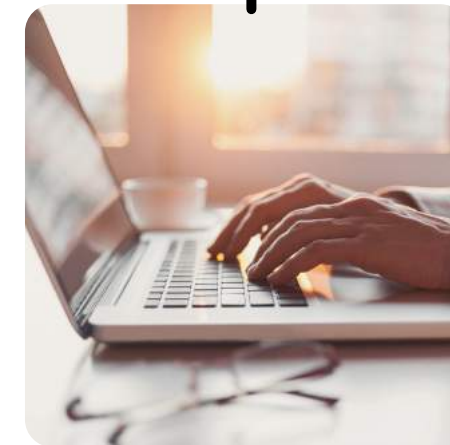
Tenant Engagement



Development



Equality ,  
Diversity and  
Inclusion



ICT



People

# Who are our customers?

Our customers are anybody who receives a service from us. These include tenants who currently rent our homes, shared owners and leaseholders, as well as perspective tenants.



(pictured) Tenants living in our Supported Scheme, Beetons Lodge



# How people interact with us

## Customer/behavioural insight

- Social housing is data-rich, and services have multiple customer touchpoints which, when analysed, provide us with a picture of how tenants interact with us.
- Customer behaviour can tell us a lot about their preferences and what they want from us as a landlord - they don't always have to complete a survey.
- Alongside property and people characteristics, behavioural insight data helps to target and improve services and support functions.
- In 2020 we used behavioural insight to analyse how tenants were accessing our services. We formed trial groups to understand which improvements and nudge techniques worked best, for encouraging tenants towards using MyHavebury.



# How people interact with us

## Our 3 hand's offer



Independent customers  
Transact online  
Manage their own tenancies  
No time required from Havebury Staff

**60%**



Semi independent customer  
May sometimes contact us for advice/guidance/signposting  
Manage their own tenancies for the majority of transactions  
2-3 minutes of Havebury staff time required per transaction

**20%**



Minimal Independence Customer  
Will have a need or circumstance meaning they need more help  
Joint management of tenancy between customer and us  
Majority of our time will be spent with this group

**20%**

**What our customers have told us ....**

## Positives: efficient, friendly, polite and helpful staff, good services, quick to respond.

Keep us safe. Call out very prompt. Being disabled I need that extra care. Thank you for that.

**M Baldwin**

Havebury treat us tenants with respect and take our views on board.

**H Beckett**

Always there when we need you and always very polite.

**M Gibson**

You're always supportive.

**E Coroiu**

I am happy as things are and I know there are pleasant and helpful people on the phone doing a good job dealing with problems that are needed even the workman doing a first class job when we need them.

**S Smith**

You are very courteous and helpful.

**J Hawthorne**

## Areas to improve: some communications can be improved, greater choice of appointments and timeliness of repairs and some areas of customer service.

Give an indication of how long the repair etc. will take and not waste people's time.

**Anonymous**

Need more flexible timing with times for repairs due to working during the day.

**Anonymous**

The phone system is complicated in order to clarify who the tenant wants to speak to.

**Anonymous**

Listen to what the customers are saying .

**Anonymous**

Let us know that you are listening. If something can't be done, or not in the foreseeable future, be honest with us. I would rather be told you don't currently have an answer, than not hear from you at all.

**A Mortlock**

You don't listen.

**P Dawkins**

# Our Action Plan

**1. Customer First**

**2. Culture and People**



1



## Customer First

### ACTION

We will work with tenants to review all published communications to ensure they are user friendly.

### THIS WILL ALLOW YOU TO

Understand and engage with all communications that are published from us because they are user friendly and in plain English.

### TIMEFRAME

From July 2021

### OUTCOME

All communications will be user friendly and easily accessible. We will also use videos, where appropriate.

### ACTION

Commence a series of process reviews and service standards to make interactions easier and improve customer experience.

### THIS WILL ALLOW YOU TO

Easily get in contact with us and always receive a consistent level of great customer service.

### TIMEFRAME

From July 2021

### OUTCOME

Contact with us will be effortless and consistent, resulting in a maintained high level of tenant satisfaction.

### ACTION

We will work with tenants to review our 3 Hands Offer to check this is still current for our tenant's needs.

### THIS WILL ALLOW YOU TO

Have confidence that the service we provide you can be tailored to meet your individual needs.

### TIMEFRAME

July to Dec 2021

### OUTCOME

We have a service proposition which can be tailored to tenant's needs.

1



continued

### ACTION

Have a roadmap of future myHavebury development, which suits customer needs and demands.

### THIS WILL ALLOW YOU TO

Have a great range of options to transact at a time and place that suits you with the option to not use digital communications if you don't want to.

### TIMEFRAME

July - September 2021

### OUTCOME

Our customers are comfortable using the transact options they have available to them.

### ACTION

Create a process to amalgamate all insight we receive into service improvements.

### THIS WILL ALLOW YOU TO

Understand how your feedback helps us improve the services we provide you.

### TIMEFRAME

From September 2021

### OUTCOME

We can seamlessly get insight and feedback from tenants and demonstrate how it helps improve our services.

### ACTION

Review the customer experience of current and perspective shared owners.

### THIS WILL ALLOW YOU TO

Receive a service that is tailored to the needs and requirements of this customer group.

### TIMEFRAME

From Sep 21 - March 22

### OUTCOME

Increased customer satisfaction, a more personalised and tailored service for shared owners.



1



continued

### ACTION

Invest in our communities and other projects

### THIS WILL ALLOW YOU TO

Have access to a range of community investment options including our neighbourhood and environmental grants, our tenant hardship fund and other social enterprise options that will be developed.

### TIMEFRAME

Ongoing through life of strategy.

### OUTCOME

We offer a suite of social enterprise grants and projects to support and shape community cohesion and development within our operating area.

### ACTION

Keep a watching brief on opportunities to work with the RSH and other policy makers.

### THIS WILL ALLOW YOU TO

Understand how your views play a part in the bigger picture when it comes to social housing as a whole.

### TIMEFRAME

Ongoing through life of strategy.

### OUTCOME

Ability to influence future policy from both us and our tenant's perspectives.

### ACTION

Using behavioural and wider insight data to understand how customers engage with us and access our services.

### THIS WILL ALLOW YOU TO

Know that you are being listened to and factored into key decisions we make about the services we provide.

### TIMEFRAME

Ongoing through life of strategy.

### OUTCOME

Ability to influence future policy from both us and our tenant's perspectives.

# 2



## Culture and People

### ACTION

We will ensure our teams have all the tools they need to do their roles properly. This includes physical items, training and soft skills.

### THIS WILL ALLOW YOU TO

Receive great customer service whenever you engage with us.

### TIMEFRAME

From July 2021

### OUTCOME

Team members have the skills, behaviours and autonomy to deliver good customer service, every time.

### ACTION

Assess ourselves against the CIH professional standards.

### THIS WILL ALLOW YOU TO

Receive great customer service whenever you engage with us.

### TIMEFRAME

July - September 2021

### OUTCOME

Team members have the skills, behaviours and autonomy to deliver good customer service, every time.

### ACTION

Provide training and support for team members. This will also include paths and training plans around professionalism in Housing

### THIS WILL ALLOW YOU TO

Receive great customer service whenever you engage with us.

### TIMEFRAME

From September 2021

### OUTCOME

Team members have the skills, behaviours and autonomy to deliver good customer service, every time.

# Timeline of outcomes

Contact with us will be effortless and consistent, resulting in a maintained high level of tenant satisfaction

We have a service proposition which can be tailored to customer's needs.

Increased customer satisfaction, a more personalised and tailored service for shared owners.

Team members have the staff and autonomy to deliver good customer service, every time.

We offer a suite of social enterprise grants and projects to support and shape community cohesion and development within our operating area.

2021

2022

Ability to influence future policy from both us and our tenant's perspectives.

All communications will be user friendly and easily accessible. We will also use videos, where appropriate.

Our customers are comfortable using the transact options they have available to them

We can seamlessly get insight and feedback from tenants and demonstrate how it helps improve our services.