



Customer Success Strategy 2023-2026



Introduction

In recent years a number of tragic incidents in social housing have led to more scrutiny on standards and the safety of housing, the quality of services that tenants receive, and how the customer voice is listened to and acted upon. This has culminated in the Social Housing (Regulation) Act 2023 which, amongst other things, gives more powers to the Regulator of Social Housing to set consumer standards and inspect landlords' performance against these.

This strategy is crafted to include the core principles of the Act, in that we aim to ensure our customers have access to live in high quality homes and communities that are well maintained, secure and thriving. Customer success is a key focus for us as we strive to deliver an outstanding experience to our customers.

The requirements of the proposed Neighbourhood and Community Standard and the Tenancy Standard have been mapped out to ensure this Strategy meets them.

Our strategic objective of being a **trusted landlord** is a customer-centric approach that aims to put customers' experience first. This approach will enable us to listen to our customers, prioritise their needs and be transparent in all aspects of our operations.

The strategy has been developed with customer and colleague feedback through focus groups and BCHG's Customer Conference held in July 2023. The top five priorities defined by customers which influenced the key outcomes of our strategy were:

- Understanding of rents and service charges to achieve best value for money especially considering the cost of living.
- A strong, collaborative, and visible relationship with their Customer Relations Manager or Scheme Manager.
- The sense of feeling safe and secure in their properties and neighbourhood.
- Enable digital skills and confidence.
- Facilitate the planning of community gatherings including promoting good health and wellbeing.

BCHG acknowledges that high inflation, increases in energy costs and the impact of cost of living will have a greater impact on our tenants and therefore our focus is to help our customers who may experience financial difficulties.

We are committed through our People Strategy in providing colleagues with the right support, skills and qualifications to enable them to do their jobs. We will continue to build partnerships with services to have clear robust pathways for referrals.

Through our annual tenancy visit programme, our front-line colleagues will know who is living in our homes and this will enable us to identify customers needing additional support as well as obtaining up to date Equality, Diversity and Inclusion (EDI) information.



Jay Gill, Head of Housing

Purpose

The strategy aims to provide a framework for our colleagues to deliver a high-quality customer focused service. It enables us to understand customer needs and preferences to help us develop a culture of collaboration, communication, and mutual respect. It will ensure we are empowering customers and continuously evaluating and improving services.

Our Strategic Objectives

This Customer Success Strategy will have a significant impact on delivering the strategic objectives by prioritising the needs of our customers we can establish ourselves as **'Trusted Landlord'**, providing high **'Quality Homes'** and environments that foster **'Thriving Communities'**; we will also strive to be an **'Outstanding Employer'** by ensuring our colleagues have the rights, skills, experience, attitude and qualifications and our customers have access to resources and support to sustain their tenancies. This, in turn, will help lay the foundation in a **'Sound Business'** model where customers have a positive experience and stay in their homes for longer.

Our Values

We have developed Value Based Service Standards and our behaviours framework, referred to as 'The BCHG Way' in response to the Tenant Satisfaction Measures. These define the expectations our customers can have of us and guide how we approach achieving customer success.



We not me



We do what we say we will



We care



We do the right thing



We love to learn



Our Approach

This strategy provides a road map for tenant success through a three-step journey: - onboarding, sustainment and moving on.

Step 1: Onboarding

We will develop an onboarding process that provides customers with clear information, not only about their tenancy rights and obligations but also what other services delivered by BCHG.

We will work with our customers to develop a tenancy success plan that will focus on promoting tenancy sustainment by providing access to resources, financial support and services that promote physical, mental, and emotional health.

We will develop the success plan to identify any needs and set some goals for the customer.



Step 2: Sustainment

We will work with anyone facing difficulties including financial support and health concerns.

We will engage with customers who feel social isolation and facilitate education and employment opportunities and develop partnerships accordingly.

We will assist customers in need and promote a positive and inclusive environment.

We will offer emergency housing assistance for those in immediate need, which may include temporary accommodation and working with other housing providers to prevent homelessness.

We will treat all customers equitably and with dignity, irrespective of background.

We will let our homes in a fair and transparent way and co-operate with Local Authority strategic housing functions.

We will ensure we make the best use of our homes by offering mutual exchanges, adaptations, and transfers.

We will support any survivors of domestic abuse and victims of anti-social behaviour including hate crime promptly.

We will provide effective mechanisms for resolving disputes, ensuring that conflicts are addressed.

We will keep our properties and neighbourhoods safe including shared spaces and develop neighbourhood plans.

We will aim for zero evictions.



Step 3: Moving On

We will provide a clear moving on plan for those customers who wish to leave.

We will conduct exit interviews to gain feedback.

We will support customers in their future housing needs and options.

Outcomes

- Tenancy sustainment services are successful
- Communities are engaged with BCHG
- Improved service efficiency through digitally confident customers
- Customer wellbeing promoted
- Services represent value for money
- Respectful and inclusive culture
- Strengthened relationship with tenants
- Safe and attractive neighbourhoods



Action Plan

| Outcomes (what will we achieve) | Outputs (What are the activities we will deliver) |
|---|--|
| Tenancy sustainment services are successful | Develop an onboarding plan for new BCHG customers |
| | Embed the Annual Home Visit Programme |
| | Increase presence on estates and neighbourhoods |
| | Develop marketing plan for difficult to let homes |
| | Embed collection with care approach in the management of rent arrears |
| | Disseminate information to minimise the impact of cost of living |
| | Develop strong links with Local Authority anti-social behaviour (ASB) Teams, Police and other agencies |
| | Use ASB data to analyse trends and hotspots for forward planning |
| | Develop literature to ensure customer aware of Home Ownership options |
| | Develop move on plans |
| Communities are engaged with BCHG | Encourage 100% customer attendance on estates visits |
| | Encourage and support engagement activities within communities |
| | Develop new neighbourhood plans with local partners and customers |
| | Collaboration with partners to ensure customers can access all services |
| | Use social media to share information and updates on any community events |
| | Encourage and support customers' meetings |
| | Review transactional surveys to gather feedback on services |
| Improved service efficiency through digitally confident customers | Provide access to digital tools by collaborating with Social Business Team |
| | Increase use of customer portal |
| | Provide digital support to customers who need it |
| | Enhance services provided on our customer portal |
| Customer wellbeing promoted | Achieve Domestic Abuse Housing Alliance (DAHA) accreditation |
| | Deliver health wellbeing activities |
| | Participation in Black Country Health & Housing Forum |
| | Explore models for social prescribing within the annual home visit process |
| | Modernise Retirement Living schemes and enhance our services in conjunction with customers |
| | Ensure best use of homes – consideration for adaptations and over/under occupation |
| Services represent value for money | Implement new housing system |
| | All new customers to sign up to portal and self-serving |
| | Promote energy efficiency advice and tools |
| | Review all service charges with customers and housing colleagues to ensure accuracy. |
| Respectful and Inclusive Culture | Ensure lettings to Ethnic Minority reflect regional diversity |
| | Collect and examine data related to Ethnic Minority communities to ensure that our services are neither over utilised nor underutilised by our customers |
| | Promote and deliver EDI activities to celebrate diversity |
| Strengthened relationship with tenants | Handle complaints within timescales and learn from them |
| | Analyse and act on customer feedback |
| | Set up leaseholder Forum |
| | Develop pre-tenancy workshops |
| | Promotion of good news stories |
| | Ensure customer communication is line with preferred method |
| | Help develop a culture of customers being everyone's business |
| Safe and attractive neighbourhoods | Ensure estate visits are audited by management |
| | Ensure colleagues have appropriate qualifications in line with Government guidance |
| | Work in partnership of Local Authority Neighbourhood Teams for community building initiatives |
| | Analyse ASB hotspots to implement safety security measures |
| | Work in collaboration with local services and customers to develop neighbourhood plans |
| | Develop local lettings plans in conjunction with customers or identified by BCHG as needed |

What Success Looks Like?

Onboarding

- Implementation of pre-tenancy workshop programme
- Online sign ups
- Customers sign up to portal and self-serving
- 90% satisfaction with lettings and move in process

Sustainment

- Over 90% overall customer satisfaction
- Over 85% satisfaction that the home is well maintained
- Over 85% satisfaction that the home is safe
- Over 80% satisfaction that the landlord listens to customers and acts
- 100% satisfaction that the landlord treats customers with respect
- 75% satisfaction of complaints handling
- 90% satisfaction that the landlord keeps communal areas clean and well maintained
- 80% customer satisfaction that BCHG's makes a positive contribution to neighbourhoods
- 75% satisfaction with BCHG's approach to handling Anti social behaviour
- 100% rent collection
- DAHA accreditation
- Zero evictions
- Top quartile re-let times

Moving On

- Clear rent account
- Property left in good condition – reduced void costs
- Customer move on to Retirement Living or Shared Ownership
- Recommended as good landlord
- Quick turnaround times
- No hard to let properties
- 90% satisfaction on exit surveys



www.bchg.co.uk

134 High Street,
Blackheath,
West Midlands,
B65 0EE