

SAXON WEALD

Customer Engagement Plan 2022 - 2025



Be customer led



Be one team



Be forward thinking



Be inclusive



Do the right thing

Introduction

Our corporate plan is clear about the importance of engaging with customers and using their feedback to improve what we do. This plan sets out our approach, ensuring that customer views are heard and acted upon and that customers can see their opinion matters.

Our goal is that customers not only act as a critical friend, highlighting areas for improvement, but are also involved in suggesting solutions and working with us to implement them.

This plan aims to:

- Set out the ways in which customers can be involved in our work and how we will measure the impact of those activities
- Ensure customer engagement is embedded in our way of working
- Drive service improvement and increase customer satisfaction
- Build mutual respect and trust between Saxon Weald and our customers
- Ensure we meet regulatory requirements



Barriers to involvement

It is important to identify barriers to involvement and how they may be overcome.

Barriers may include:

- Lack of confidence / training
- Difficulty understanding published information
- Transport issues / travel expense
- Caring commitments
- Time constraints
- Technology constraints

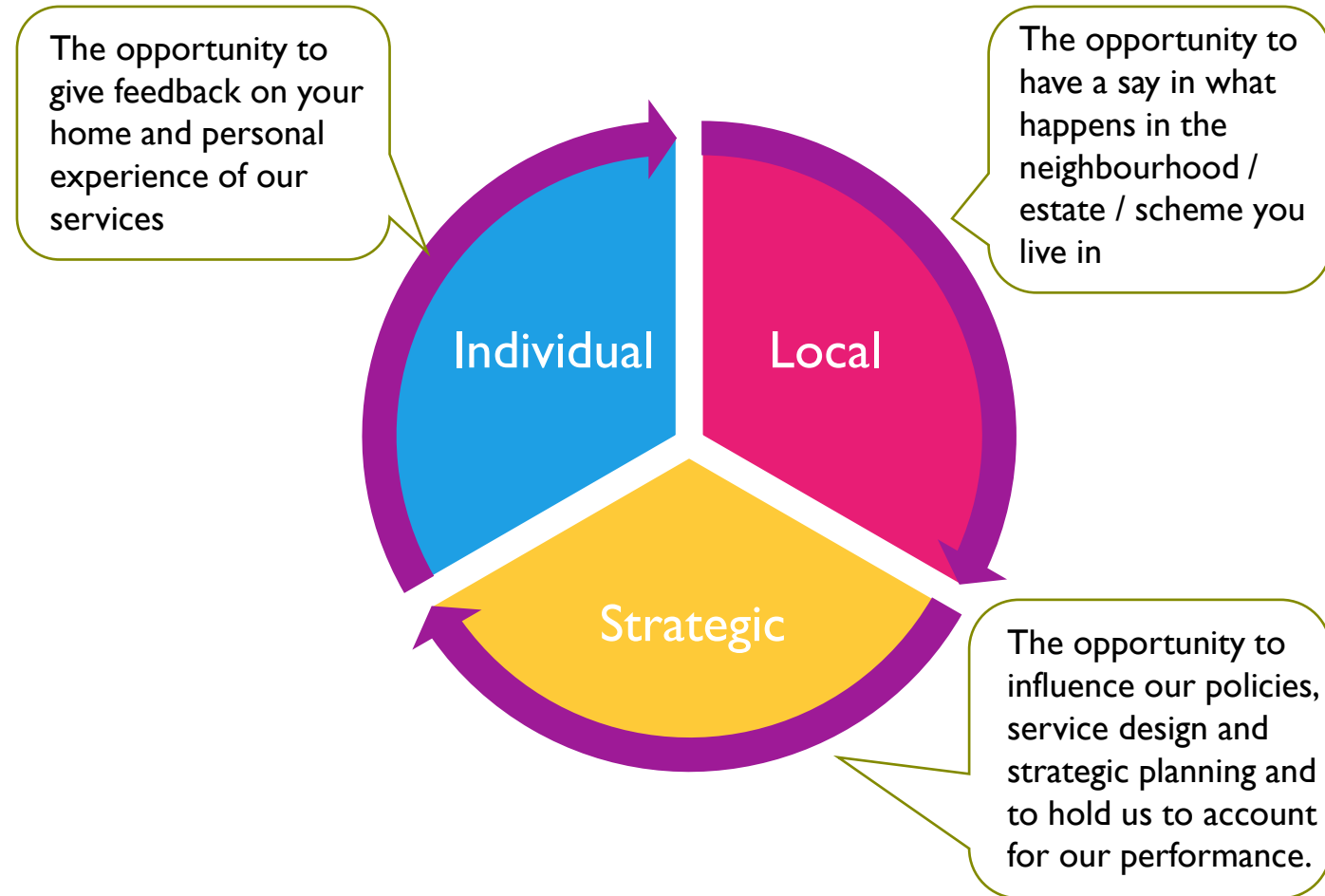


Levels of engagement

Pre-pandemic, we asked customers how they would prefer to engage with us. The results showed that customers favoured online surveys, with 69% of respondents expressing this as their preference. There was some interest in being involved in estate based inspections (18%) and very little appetite at the time for formal meetings and panels. In line with regulatory requirements, we will repeat this consultation every three years to see if preferences change.

We will take these preferences into account, weighting our focus accordingly. To be fully inclusive, we plan to offer a menu of engagement activities, so people can choose to be involved in a way which suits their personal circumstances.

The 3 categories of engagement



Menu of engagement

Individual

- Annual tenant satisfaction survey
- Repair satisfaction survey
- New lettings survey
- Annual leaseholder satisfaction survey
- Institute of Customer Service survey
- Complaints handling survey
- Mystery Shoppers
- Saxon Weald Facebook page
- Complaints and compliments

Local

- Estate walkabouts & neighbourhood inspections
- Improvement works consultations
- Local community events
- Environmental improvements scheme
- Scheme meetings
- Seniors united group
- Youth awards

Strategic

- Customer board members
- Customer Review Panel
- Youth Engagement Group
- 'Task & finish' groups (e.g. for a policy review)
- Customer members of our equality, diversity and inclusion group



Individual

How will we involve customers?	What will we do?	When will we do it?	Outcomes
Complaints and compliments We receive approximately 400 complaints and 100 compliments per year	<ul style="list-style-type: none"> Complaints reporting to Board Complaints presentation to Leadership Team, including lessons learnt Complaints overview on Workplace Bi-monthly case reviews – learn from our mistakes 	Quarterly Quarterly Quarterly Bi-monthly	<ul style="list-style-type: none"> Changes in complaints trends which indicate service issues are being addressed Overall reduction in the number of complaints Compliments shared – High Five Fridays
Annual tenant satisfaction survey Customers are surveyed annually, using the anniversary of their tenancy start date as a trigger. Approx. 900 responses per year from online survey & 900 via phone surveys. Includes Tenant Satisfaction Measures (TSMs) from April 22.	<ul style="list-style-type: none"> Key measures included in Board KPI reporting 6 monthly report on results and trends to Leadership Team, focusing on TSMs Annual reporting of TSMs to the Regulator of Social Housing (from April 24) Performance against TSMs reported to customers in Spotlight and annual performance report Individual responses of concern followed up 	Monthly 6 monthly (April & October) Annually Quarterly As resources allow	<ul style="list-style-type: none"> Board and Leadership team are aware of satisfaction levels across service areas Trend information is fed into strategic planning and service reviews Customers feel well informed (TSM measure) Individual cases of dissatisfaction resolved
Repair satisfaction survey Transactional survey following completion of a repair. Approx. 225 responses per month.	Reports sent to trade managers and Head of HomeFix Monthly meeting with Performance & Insight Manager & Head of HomeFix	Weekly Monthly	<ul style="list-style-type: none"> Overall satisfaction with repairs increases Issues with trade and individual operative satisfaction are resolved Individual concerns resolved
New lettings survey Survey sent to new customers 4 weeks after their start date. Approx. 120 responses per year.	Report sent to Home Move Manager	Monthly	<ul style="list-style-type: none"> Trends identified and fed into service development Individual concerns resolved
Annual leaseholder survey Leaseholders are surveyed annually using their leasehold start date as a trigger. Approx. 125 responses per year	Report sent to Weald Living Manager	Monthly	<ul style="list-style-type: none"> Trends identified and fed into service development Individual concerns resolved

Individual

How will we involve customers?	What will we do?	When will we do it?	Outcomes
Development & sales survey Survey sent approx. 8 weeks after moving in and at the end of the defects period	<ul style="list-style-type: none"> Reports sent to AD Development & Sales 	<ul style="list-style-type: none"> Dictated by property completion schedule 	<ul style="list-style-type: none"> Individual concerns resolved Able to demonstrate where feedback has been used to improve the design brief of future developments or the sales process
Service testing Recruit mystery shoppers to give detailed views on the quality of the services they review	<ul style="list-style-type: none"> Recruit mystery shoppers Provide training Carry out two service area tests per year. Schedule created in partnership with the group. Share the outcomes with staff & customers. Use the feedback for improvement. 	<ul style="list-style-type: none"> Recruit: August/Sept Train: autumn 2022 Twice a year. First review dependent on recruitment success 	<ul style="list-style-type: none"> Number of customers taking part. Reviews completed to schedule Report from each review with clear recommendations for improvements. Able to demonstrate the recommendations have been considered and implemented where possible.
Institute of Customer Service(ICS) survey Sent via email, gains approx. 400 responses	Use the ICS survey to give us an objective view of our performance which we can benchmark against other sectors.	Annually	<ul style="list-style-type: none"> Share results internally and use in service reviews and development Improvement in scores over time
Complaints handling survey Survey sent on closure of a complaint. Approx. 100 responses per year.	<ul style="list-style-type: none"> Use feedback to monitor performance against our complaints policy & procedure Report overall satisfaction on our annual self-assessment to the Housing Ombudsman Hold case review sessions to learn from mistakes 	Monthly Annually Bi-monthly	<ul style="list-style-type: none"> Individual concerns resolved % of complaints following our process is above 90% Satisfaction with our complaints handling is in line with our peers as benchmarked by the Housing Ombudsman
Your Voice register List of customers who have expressed an interest in getting involved in engagement activities	<ul style="list-style-type: none"> We will use our website to promote ways to engage and invite people to express an interest in getting involved. We will keep a register of these people, reviewing details annually. We will contact customers as suitable projects come up. 	On-going	Number of customers on the register

Local

How will we involve customers?	What will we do?	When will we do it?	Outcomes
Neighbourhood inspections / estate walkabouts Joint visits by staff and customers to review their local neighbourhood	Hold an annual inspection of each estate, neighbourhood or scheme where local customers are invited to join staff and identify any housing, property, environmental or social issues in their area. Possible opportunity to create cross agency links.	Annual programme	<ul style="list-style-type: none"> • Programme of inspections complete • Number of customers attending • Involvement from other agencies • Number of issues identified and resolved
Neighbour improvements Budget of £30k set aside for environmental improvements such as lighting, parking etc	We will work with customers to identify small environmental improvements which would benefit their community.	On-going	<ul style="list-style-type: none"> • Improvements implemented and impact on the customers reviewed • Budget spend monitored • Results publicised
Improvement programmes Give customers choice in the improvements made to their neighbourhoods	As each project is identified, we will: <ul style="list-style-type: none"> • Undertake an initial review to create a list of possible improvement/design options • Consult with customers on their preferences • Seek feedback after work is complete • Share feedback and learn from the experience 	Ongoing	<ul style="list-style-type: none"> • Able to evidence customer involvement in each project, showing where customer views have influenced our delivery. • Relevant customer satisfaction scores increase over time.
Saxon Weald Citizen Youth Awards – An opportunity for customers to nominate young people who contribute to their community in a positive way	<ul style="list-style-type: none"> • Provide an opportunity for youths to be recognised. • Celebrate the individual endeavours of young people who are positively impacting their communities, helping charities or undertaking exceptional activities in support of others. 	Annually	Number of nominations & awards made

Local

How will we involve customers?	What will we do?	When will we do it?	Outcomes
Retirement & extra care scheme meetings A regular opportunity for customers to meet with their scheme manager and other invited staff	<ul style="list-style-type: none"> • Hold a meeting at every scheme at least bi-monthly. • Notes of key points & actions made and shared with customers. 	Quarterly	<ul style="list-style-type: none"> • Meetings occur as per schedule • Number of residents attending • Actions taken as a result of issues raised (log kept by scheme manager) • Increased customer satisfaction
Seniors united group An opportunity for over 65s residents to meet with other older people to share ideas and experiences	<ul style="list-style-type: none"> • Advertise the group and recruit members • Assist with setting up the group • Arrange transport / pay travel costs for scheme visits • Attend meeting when requested • Promote ideas shared and any actions arising 	Quarterly	<ul style="list-style-type: none"> • Number attending • Evidence of ideas shared
Community activities / events Hold a number of local events (e.g. clear up days, pot planting) promoting a sense of community and giving customers the opportunity to meet staff.	<ul style="list-style-type: none"> • Hold at least 4 community events per year • Involve customers in the format, organising and promotion of events • Publish the outcomes from the day 	Annual programme	<ul style="list-style-type: none"> • Number of customers attending • Event feedback on the day • Review outcomes from each event • Evaluate social/environmental value of each activity

Strategic

How will we involve customers?	What will we do?	When will we do it?	Outcomes
Customer representation on our Board Two members of our Board will be customers	<ul style="list-style-type: none"> Recruit new customer Board members as needed Provide support and training 	On-going	Evaluation of Board member performance shows customer members are confident and contributing effectively.
Customer Review Panel A formal channel for customers to scrutinise our services and performance.	<ul style="list-style-type: none"> Recruit and set up a customer review panel, agreeing terms of reference Agree a review programme Offer training and skills sessions Arrange for staff attendance as appropriate Provide information to the group as required 	Recruitment of volunteers: summer 22 Quarterly meetings	<ul style="list-style-type: none"> Number and profile of members Uptake of training offered Group to produce an annual report of their activities & how they have influenced service delivery Customer satisfaction with ability to hold us to account
Youth Engagement Group Provide an opportunity for younger people to share their views, ensuring we meet their needs and hear their voices.	Work in partnership with other agencies to find ways to engage with younger people, e.g. attending existing events or activities or establish our own group if we gain sufficient interest.	Establish interest by autumn 2022	<ul style="list-style-type: none"> Number of people engaged Outcomes of sessions evidenced and shared
Meeting specific needs (equality, diversity & inclusion (EDI)) Seek views of a diverse group with two customers involved in our EDI steering group	<ul style="list-style-type: none"> Identify 2 customers for steering group involvement Establish how customers can be involved in the design and implementation of services for those who have additional needs Understand and respond to how groups of customers are affected by different challenges 	Sept 2022	Outcomes from the EDI steering group evidenced and shared
Task and finish groups Consultations focused on a specific topic, policy or service area which run for a limited amount of time.	Create a suitable engagement plan bespoke to each project, including surveys, focus groups, phone interviews or reading panels as appropriate.	On-going	Every policy or project that has a customer impact can demonstrate how the voice of the customer has been considered.

Equality, diversity and inclusion

Saxon Weald aims to be an open, inclusive and diverse organisation, with all customers treated fairly and without discrimination. We will work throughout the length of this plan to identify groups that may be under-represented or harder-to-reach and will actively encourage them to get involved.

We expect that all customers involved in engagement activities will promote equality and welcome participants from all backgrounds and communities.

Monitoring and review

We will publish an annual impact assessment, evaluating the success of the plan and the difference customer engagement has made to our services. This will be reported to customers, senior management and our Board.

