

We enable people to live well  
in their home & community.



# Customer strategy 2022-2025





## Contents

## Page

1. Introduction	1
2. Mission and priorities	1
3. National context	2
4. IVH context	4
5. Building and maintaining excellent relationships	8
6. Delivering services brilliantly	11
7. Delivery of the strategy	14
8. Risks	14
9. Measuring success	14
 Appendix A: Customer Strategy Success Measures	 15
Appendix B: Action plan	18

## Introduction

This strategy sets out our direction in relation to customer experience and customer voice and will build on the changes introduced as part of the Customer Voice Strategy 2020-23 (which this strategy replaces) and the customer service transformation work that has been completed in recent years.

The strategy has been informed by customer feedback from satisfaction surveys and complaints, and consultation with the Resident Scrutiny Panel (RSP), the Customer Offer Panel (COP) and colleagues from customer facing teams. Also, the strategy takes account of the Government's proposals to implement more robust consumer regulation.

During recent years, we have made good progress in improving customer services and customer engagement. Our progress was hampered, but not halted, because of the impact of the pandemic, mainly in 2020/21. The progress we did make, despite the pandemic, is set out in this strategy, along with our plans to accelerate progress.

By 2025, we want to be known for co-designing and co-creating our services with customers, delivering the best possible customer experience because of their voices being heard, and for this to be reflected in higher satisfaction scores across all services we provide.

## Mission and priorities

Our mission is to ensure that "People live well in their homes and communities." The priorities, which underpin this mission, are:

- Providing safe and good quality homes and services
- Making a difference in the communities we serve
- Providing more affordable homes
- Supporting colleagues to enjoy work, learn and grow





The aim of the Customer Strategy is to build and maintain excellent relationships with our customers and deliver services brilliantly, which supports our priority “Providing safe and good quality homes and services”.

In terms of building and maintaining excellent relationships with our customers, we will:

- Empower customers to have more influence
- Listen, learn, act, feedback
- Be transparent
- Improve customer communications

To ensure we deliver services brilliantly we will:

- Know our customers and tailor services to meet their needs
- Get it right first time and when we cannot provide an immediate resolution, we will keep customers informed
- Be easy to contact
- Ensure that customers are treated fairly and with respect

The full set of measures we will use to monitor success of the Customer Strategy are shown in Appendix A.

This strategy links to our Asset Management, Development, Communities and Digital Strategies and will drive our approach to empowering and serving customers across the business.

### 3. National context

#### Social Housing White Paper and Consumer regulation

The proposals in the Social Housing White Paper (2020) entitled “The Charter for Social Housing Residents” (2020) aim to recalibrate the relationship between social housing landlords and their residents and to introduce robust consumer regulation from April 2023.

Draft clauses relating to the Social Housing (Regulation) Bill have been published, along with supporting documents, and will lead to primary legislation needed to broaden and strengthen the remit of the Regulator of Social Housing (RSH) to include proactive regulation of the consumer standards. The Bill was covered in the Queen’s Speech on 10<sup>th</sup> May 2022.

The proposed changes, which will be implemented from April 2023 subject to the introduction of the Social Housing (Regulation) Bill, include:

- New consumer standards – placing greater emphasis on property condition and safety, the way customers are treated, listening to customers, and dealing with their complaints. The RSH will be given powers to act more quickly in the event of property condition failures, and to intervene in cases of systemic failure or lack of capability on the part of a landlord. Harsher penalties will also be available for the RSH to use in the case of failure to meet the consumer standards
- More rigorous scrutiny by the regulator – which will include intervention by the regulator when failures occur, with the worst performing landlords being named publicly, in the way the Housing Ombudsman is currently highlighting service failures.



- Transparency and accountability – landlords will be required to be more open and transparent about standards, performance, decisions that impact customers and expenditure. It is anticipated that a suite of satisfaction and performance measures will be introduced in April 2023 and social housing landlords will have to report their performance to the RSH and to customers from Summer 2024.

The RSH has made it clear that cultural transformation will be needed as well as more robust regulation to improve services, the way customers are treated and the quality and safety of homes.

Going forward, the Housing Ombudsman and the RSH will work more closely, to drive up standards across the sector and ensure that customers are heard and treated fairly and with respect.

### Building & fire safety

The Fire and Building Safety Acts were introduced to raise building safety standards and to require landlords to listen to and act on customers' safety concerns. The Social Housing White Paper and the draft clauses relating to the Social Housing (Regulation) Bill also cover building safety and the RSH will scrutinise customers' views about feeling safe in their homes and performance relating to fire and building safety through the introduction of TSMs.

The Asset Management Strategy 2022-25 includes proposals to engage and communicate with customers, as well as acting on feedback, in relation to building safety. The Customer Strategy will support the work of the Asset Management Team in strengthening the customer voice in relation to building safety compliance.



## IVH context

### Progress to date

During 2020/21, we had to adapt our delivery of key customer services, due to the pandemic, and even curtail some services such as repairs and lettings because of Government restrictions for large periods of time. During that year, our focus was on supporting customers (and colleagues) affected by the pandemic with regular communication and working with a range of agencies to provide wellbeing and financial inclusion support.

In 2021/22, we were able to move forward and implement the service improvements we had been developing, such as:

- Launch of the new app and I Appoint, to make it easier for customers to request services and agree appointments for follow on works, respectively
- We implemented a rolling perception (or Customer Offer) survey and transaction surveys using new software in 2021/22. Prior to this we carried out Net Promoter Score surveys for repairs and gas servicing (a combined survey) only. As this was only introduced last year, our aim was to use 2021/22 as a baseline year and improve performance year on year thereafter. 2,634 customers responded to transactional surveys (14% response rate) and 1337 responded to the perception survey (19%). Our overall satisfaction ratings (out of 5) at the end of 2021/22 were 4.1 (transactional surveys) and 3.7 (perception surveys)
- We have involved customers in shaping key customer facing policies such as the repairs and lettings policies, in procuring services and in the development of the customer app and new website
- Re-configuration and re-training of the Customer Services and Support Team, so that advisors can deal with enquiries about all services, instead of working in specialisms
- Introduction of a new contact management system allows us to check quality of calls more effectively

And we achieved the following positive results in the last 12 months:

- ✓ Increased Right First Fix for repairs from 76% to 85%, achieving our value for money target (85%)
- ✓ End to end times for responding to complaints reduced from an average of 13 days to 11.31 days, getting closer to our target of 10 days
- ✓ 2227 or 34% of customers have now registered for our app, an increase of 1,127 during the last 12 months, and this continues to increase month on month
- ✓ Percentage of transactions initiated digitally (app, social media and website contacts) increased from 11% to 22%. The new contact management system we have installed will enable us to accurately measure the percentage of email contacts, which will have a positive impact on this figure

In terms of customer voice, we launched a new Customer Offer in October 2020, setting out service promises relating to repairs, complaints, customer experience and customer voice. We also, launched our new Customer Voice Strategy in 2020/21 and continued with customer engagement and shifted meetings online with the Resident Scrutiny Panel (RSP) and the new Customer Offer Panel.





The RSP continued in its role of carrying out service reviews and, following the expansion of their role in 2021 to include the scrutiny of customer facing strategies, they completed a scrutiny review of the Customer Voice Strategy 2020 – 2023. The Customer Offer Panel is new and was set up at the end of 2020. Their role includes monitoring our performance in relation to the Customer Offer and they meet with Heads of Service to carry out 'deep dives' of performance and to offer suggestions on service improvements.

Key highlights in the last 12 months included:

- ✓ RSP completed reviews of the way we handle ASB and the Customer Voice Strategy. Their recommendations were reported to Board and are being implemented; progress is being overseen by the Audit Committee
- ✓ Over 1,000 customers provided feedback that was used to shape a range of customer facing policies and the annual report to customers
- ✓ Mystery shoppers and neighbourhood champions started to feedback customer insight about the quality of our services
- ✓ We received 4,000 responses and feedback through the customer offer (perception) and transactional surveys that we launched last year. The feedback we received, along with customer complaints and the RSP's recommendations, has shaped this strategy.

### Customer profiling data

The information we hold provides an overview of the diversity of our customers. Customers choose not to provide some of the diversity information, mostly relating to sexual orientation, religion and gender identity, therefore our records are incomplete. In summary, the information we hold provides the following headline data:

- ✓ 64% of customers are aged over 45 years, with only 3.85% aged 18-25 years
- ✓ Almost 60% identify as female
- ✓ 14% of customers report having a disability
- ✓ 81.5% are White British

Therefore, one of our immediate priorities is to improve the quality of customer data we hold, so that we can shape services to better meet the needs of our customers.

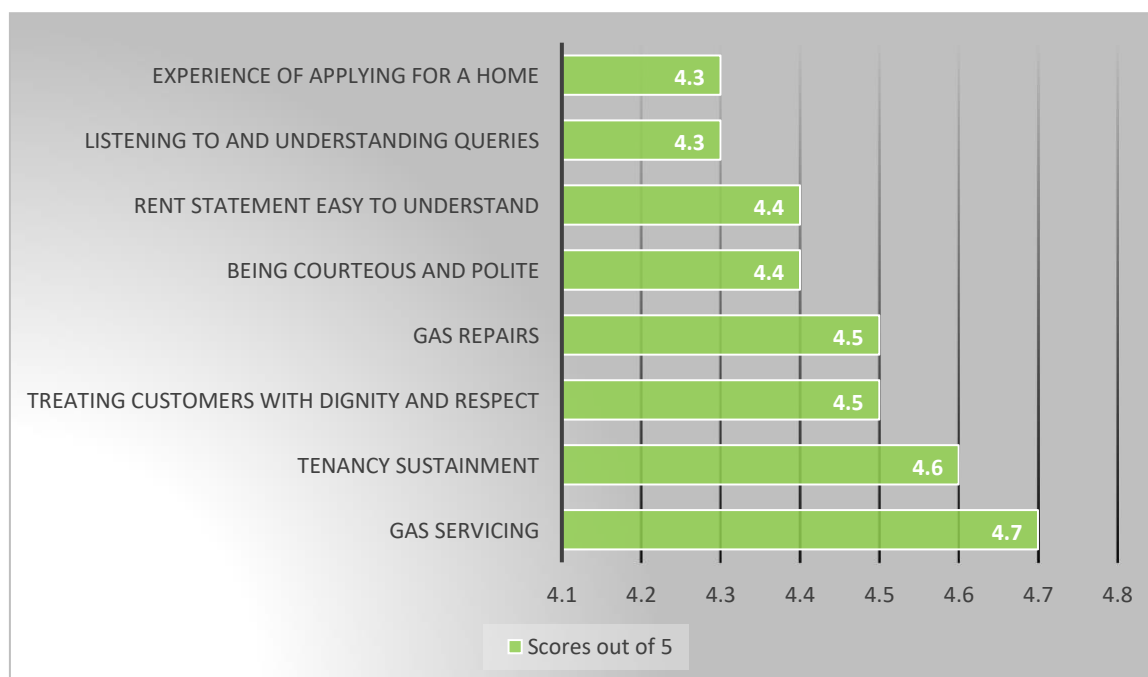


## Customer feedback

We receive feedback from customers through a variety of methods, mostly through the Customer Offer survey (a rolling perception survey sent to all customers throughout the year), transactional surveys, complaints, and compliments.

In terms of complaints, we analyse trends and themes monthly and identify key learnings and action points. This information is reported to Leadership Team monthly for monitoring purposes. In addition, learning points and actions are displayed on our website for customers' information. The key themes from complaints, mirror the feedback we receive through satisfaction surveys, with the main issues being repairs and neighbourhood issues relating to cleaning and grass cutting. Increasingly we are seeing more complex complaints, covering multiple themes including, a combination of repairs, anti-social behaviour and requests for rehousing, with rehousing being the key driver for some of these complaints.

In terms of satisfaction scores were given in relation to the following topics:



We received mixed, and in some instances, relatively low scores for the following services and topics:

- Repairs – while customers were very complimentary about colleagues, keeping customers updated about repairs is an issue. Damp and condensation are key themes arising from surveys and complaints and will be exacerbated by increasing energy costs
- Ease of contact – long call waiting times was highlighted by customers





- Relatively low satisfaction with conditions in neighbourhoods, particularly communal cleaning and grass cutting, is a common theme. This is being addressed through the Communities Strategy, which will include the development of plans for our priority areas and reviewing options for cleaning and grass cutting service provision. Neighbourhood inspections are being carried out as part of business as usual in each of our communities and we will be assigning all colleagues in the business to a community, so that they can assist with activities such as clean up days periodically
- Planned maintenance also attracts a mix of positive and negative feedback from customers, including complaints about waiting times for home improvements such as kitchen and bathroom replacements
- We receive the lowest scores for ASB and complaints handling. However, response rates are low and it is not possible to draw firm conclusions about areas for improvement.

We aim to address the above issues through this strategy and the associated action plan, so that we can improve all customer satisfaction scores across all areas in the next 3 years.

## EDI

We analyse all customer feedback information by reference to equality and diversity and found that there were some differences, as follows:

- Age: older customers gave higher satisfaction ratings across all surveys they completed. However, they were less satisfied than other customers in relation to ease of using the app and website
- Gender: females have tended to give higher ratings for “website is easier to use”, “easy to get in touch with” and “app is easy to use”. Females were also more likely than males to report that their rent and service charges were value for money.
- Disability: there were several key differences by disability particularly around the contact experience with disabled customers having lower than average scores for “easy to get in touch with”, “treated with dignity and respect”, “ease of dealing with IVH” and “the person you dealt with was courteous and polite”. Customers with a disability were also more likely to have lower scores for “condition of home”, “neighbourhood as a place to live” and “home is safe and secure”. It is not clear from the data why disabled customers have lower satisfaction in these areas. Where feedback has been provided, the issues raised relate to general dissatisfaction, for example, with their neighbourhood, condition of home, and communal areas, as is the case with non-disabled customers. That is, the feedback doesn’t suggest disabled customers are experiencing a poorer service because of their disability. As is the case with gender and age, satisfaction may be linked to social issues, expectations, perceptions, and other factors beyond our control. Additionally, the numbers of disabled customers responding to the Customer Offer survey in 2021/22 is relatively low compared to non-disabled (100 and 1300 respectively), therefore further work is required to understand the drivers for dissatisfaction among our customers with disabilities. We propose to hold more in depth conversations with these groups through tenancy audit visits and focus groups.



## Building and maintaining excellent relationships

### Empower customers to have more influence

Customers have a key role to play in our governance arrangements. The Board of Management membership includes up to 2 customer Non-Executive Directors. In addition, the RSP are part of the co-regulation arrangements at IVH, having clear and defined links to the Board. The Panel reports recommendations resulting from its reviews to Board, and the Chair of the Panel is a co-opted member of the Board. The recommendations are then monitored for delivery via the Audit Committee.

RSP's role was expanded in 2021 to include involvement in reviewing and developing strategies. As a result, the Panel reviewed the Customer Voice Strategy and their recommendations have been used to inform this new Customer Strategy

The Code of Governance 2020 includes an expectation that people with direct lived experience of (or insight into) the communities served by IVH are meaningfully engaged in governance structures. The Social Housing White Paper states there will be a new focus on supporting and empowering customers to engage with their landlord. In addition, the RSH recently announced that it is setting up a nationwide Resident Panel, which will be made up of 250 tenants who will scrutinise the changes that are set to transform consumer regulation.

We are committed to building on the influence that customers have on service improvements and on the key decisions Board makes that impact on customers. Therefore, during the life of this strategy we will:

- Strengthen the RSP, by widening its membership and providing a full programme of training to increase their effectiveness in reviewing our services and strategies. RSP membership will be increased from 4 (following members stepping down) to 12 by June 2022.
- Capture stories of customers' lived experience to share with Board on a regular basis, as recommended by RSP in their review of the Customer Voice Strategy. This will start in May 2022.
- Set up a programme of learning and training opportunities for customers, to help them to build knowledge and confidence to get involved and influence IVH
- Evaluate options for strengthening the customer voice at Board, by reference to emerging best practice in the sector

### Listen, learn, act, feedback

We offer customers a range of ways in which they can get involved and provide their feedback. As a result, we receive a significant amount of customer feedback and use this to inform service improvements, and policy and strategy development.

We want to do more to strengthen the customer voice in all service areas. Therefore, we will:

- Work with RSP to define how we will involve customers in co-design and co-creation of services and publicise the resultant opportunities for customers to engage with us in this way
- Deliver effective customer engagement in building safety, quality of home and net zero carbon – this is a priority during the life of this strategy, to support delivery of the Asset Management Strategy



- Expand the role of the Customer Offer Panel to oversee our progress in delivering the Customer Strategy action plan and monitoring our performance in relation to its success measures
- Understand and act on customers' preferred methods of engagement including drop-in sessions, conference calls, Teams chats, events, and telephone calls, as recommended by RSP
- Use short films and infographics to encourage more customers to get involved, and share this information via social media, the app and website, as recommended by RSP
- Engage with customers who have made a complaint and who have reported ASB to carry out customer journey mapping to identify improvements we can make to enhance the customer experience, reporting our learning and improvements to Board
- Engage customers in developing and overseeing the delivery of the Community Strategy and Community Plans
- Measure the impact of customer voice activities more effectively – answering the 'so what' question – and sharing this information regularly with Board, Leadership Team and customers

In addition, the proposed introduction of Tenant Satisfaction Measures (TSMs) by the RSH means we will have to adjust how we carry out our perception surveys from April 2023, to ensure we comply with their requirements. The new TSMs are expected to be published in Autumn 2022, but based on consultation conducted in early 2022, we expect we will have to make the following changes:

- Switching from a CSAT score (satisfaction rating on a scale of 1 to 5) to a 5- point Likert scale (very satisfied to very dissatisfied)
- Potentially rewording of some of our satisfaction questions to match the wording of the proposed TSMs

We will continue to carry out transactional surveys as these provide useful insight about the quality of our services.

## Be transparent

We launched the Customer Offer in October 2020, linking it to Together with Tenants' Charter,

- Customer relationships so that customers would know what to expect in terms of:and services
- Customer information
- Home – repairs and planned works
- Complaint's handling
- Customer Voice

To give customers greater clarity about what they can expect from IVH, we will develop more offers with customers. The offers we will develop and implement during the life of this plan will cover:

- Damp and condensation
- Tenancy support
- Neighbourhoods
- Anti-social behaviour
- Leaseholder services

As we did with the Customer Offer, we will consult widely with customers, to understand their priorities and use this information to shape each of the offers. We will also work with the Customer Offer Panel to co-create these offers, using the feedback we receive.

We will communicate these offers to all customers through the rent statements, social media and display them on our website. We will also ensure new customers receive a copy at the start of their tenancy.

### Improve customer communications

We already provide a wide range of communications for customers in the following ways:

- Bi-annual rent statements
- Annual Report for Customers
- Information on our website for customers.
- Regular communications are pushed out through social media, email, texts and the app

Information we provide is a mix of information about IVH services, performance, expenditure, local events, and activities. Also, we consulted with the RSP and the COP when we developed our new corporate plan “Live Well, Live Better” and have taken their views into account, before the plan was approved by Board. All customers will receive information about the new plan in the next rent statement.

We receive very positive feedback about the information we provide. However, there is a clear demand from customers to receive more information about plans for their homes and neighbourhoods. Therefore, to further enhance our communications with customers we will:

- Introduce local newsletters, focusing on local services, events and providing updates on Community Plans and neighbourhood inspections
- Set up a customer editorial panel to involve customers in agreeing the content and style of future rent statements and Annual Reports
- Be more visible in our communities through neighbourhood walkabouts, ‘beat sweeps’ and local drop in events, involving colleagues from across IVH



## Delivering services brilliantly

### We will know our customers and tailor services to meet their needs

We hold data about our customers and their households on our housing management system, including equality and diversity information. However, our records are incomplete, and this hampers colleagues' efforts to tailor services appropriately on all occasions where this is required.

In 2021, we changed our operating model so that it has more of a customer and community focus. The changes resulted in realigning resources to increase the number of Community Co-ordinators (housing officers) so that we could focus on getting to know and supporting our customers more effectively and being more visible and having a greater impact in our communities.

During the life of this strategy, we will improve the depth and quality of our customer profiling data. We will:

- Carry out a customer census to capture customer data, explaining why this information is important and how we will use it to improve services
- Re-start a programme of tenancy reviews that will be carried out by the Community Co-ordinators, focusing on high-risk customers in the first instance (i.e. customers who report high volumes of repairs, have high arrears, etc)
- Explore reasons for lower satisfaction ratings from customers with disabilities and identify any specific actions to address their concerns relating to services, homes and communities
- Our main ambition is to develop a clear profile of each customer, so that we know their contact and communication preferences, any support needs and any service adjustments they may require

The above actions support our Equalities, Diversity and Inclusion Strategy, and once delivered will help us to tailor services more effectively to meet the needs of customers.

In addition, linking in with the Digital Strategy, we are trialing new technology, including a 'software as a service' based Housing Management System approach which we anticipate will more effectively support our operating model than current systems and help us to know our customers as people rather than data.

### Get it right first time and when we cannot provide an immediate resolution, we will keep customers informed and keep our promises

Our performance in relation to completing repairs 'Right first fix' has improved in the last 12 months, achieving the target of 85% in 2021/22. However, in the life of this strategy, we aim to continue to improve performance in this area, which is a priority service for customers, year on year.

Right first time performance in relation to resolving customer contacts is a key area for improvement. Performance relating to avoidable calls peaked at 20% in 2021/22. We implemented new telephony in January 2022, which is providing more detailed insight into quality of calls, performance and reasons for avoidable calls.





Customer feedback we received from surveys and complaints highlights the following recurring themes relating to repairs

- Operatives arriving when not expected.
- Failure to keep customers up to date about repairs

These two points are linked and relate to communications issues we experienced during the winter months, because of reduced Homes Team capacity due to vacancies and absences coupled with high demand for repairs.

To improve our performance we will:

- Introduce improved processes for keeping customers updated about repairs, during periods of reduced capacity and high demand
- Identify the reasons for avoidable calls, and implement changes to deliver a better customer experience
- Implement changes to the way we work to further improve repairs right first fix performance

### Be easy to contact and to deal with

While customer feedback about customer service (i.e., the behaviour and attitudes of colleagues, and customers feeling they are being treated with respect) is positive, the issues that customers highlight in their feedback includes:

- Long call waiting times due to high call volumes at peak times, particularly in January and February when we were dealing with a high demand for repairs due to inclement weather and capacity issues due to absence
- Failure to call back and keep customers updated (not just repairs updates). We found only around 40% of call backs were made within our target timescale, across the business. This was due to capacity issues within teams because of vacancies, especially in the Communities Team for most of the year. The team has now been expanded through the introduction of a new Community Focused Operating Model and all vacancies have now been filled.

In addition, we found that older customers gave the low scores when asked if they found the app and website easy to use.

During the life of this plan, we will:

- Reduce call volumes and therefore call waiting times, by further promoting use of the app, by embedding and extending the use of our new contact centre technology (8x8), introducing live chat as an additional contact option, launching our new website and a customer portal to help customers to self-serve. All these initiatives are covered in our Digital Strategy 2022-25
- Introduce new systems (as set out in the Digital Strategy) that will be clear, easy to use, and empower colleagues to deliver services far more efficiently and effectively
- Provide digital skills learning for older customers to help them shift to digital services
- Improve call back performance to 95% during the life of the plan, through more robust





### Ensure that customers are treated fairly and with respect

In recent years we invested in Mary Guber International Training (MGI) which focuses on developing effective relationships and delivery excellent customer service. Three colleagues have been accredited by MGI to deliver this training in house. This training will continue to be rolled out as we have had colleague turnover since the first round of training and refresher training will also be provided.

In addition, our focus in recruitment has been on selecting candidates who have the behaviours and people skills we expect, as well as having the correct technical skills. These approaches have contributed to the very positive customer feedback we receive consistently.

We are committed to continuing with this approach to training and recruitment, to further enhance the customer experience, as well as continuing to train and develop colleagues so that they are equipped to provide excellent customer service. This is supported by our new People Strategy.

The Social Housing White Paper includes a commitment to “establish a review of professional training and development to consider the appropriate qualifications and standards for social housing staff in different roles, including senior staff.” The Government has set up a working group comprising the Chartered Institute of Housing, customer engagement experts and a national lobbying body for tenants Tenant Participation and Advisory Service (TPAS) and two large housing associations, to review existing standards and qualifications and report back. We will adjust our training and development plans, as necessary once findings from the Government’s review are published.

Therefore, during the life of this strategy, we will:

- Continue rolling out and embedding MGI training across the business and complete a first round of training covering all colleagues in the first year of this strategy, as a refresher for all colleagues who had been previously trained and including all colleagues who joined IVH since the start of the pandemic. We will continue to train new starters thereafter, and continue to monitor the impact on our customer satisfaction scores.
- Continue to support colleagues in key customer facing teams to achieve the CIH professional qualification (Level 3) in housing practice.
- Deliver a professional training and development programme, to meet the Government’s proposals once these are known.



## Delivery of the strategy

We have a 3 year plan that captures all of the actions set out in this strategy and we will update Board, leadership team and the Customer Offer Panel quarterly about progress and outcomes. The action plan is set out in Appendix B. The order in which we have prioritised actions in the plan will help us to ensure that the needs of our customers are placed at the heart of decision-making, and also to address issues that are the key drivers of customer satisfaction and advance our preparations for the changes in regulation.

The costs involved in delivering this strategy are covered in departmental budgets, especially the customer experience budget (in relation to colleague costs and customer voice activity costs), IT/Business Transformation budget (digital transformation costs) and People Team's budget (training and development).

## Risks

The aims, objectives and actions included in this strategy have been built on the feedback from customers. Failure to deliver this strategy will mean we do not meet our agreed objectives and will have an adverse impact on customer satisfaction ratings.

In addition, service delivery and accountability to customers was highlighted as a key risk for housing providers in the Sector Risk Profile 2021. Transparency, customer engagement, how we treat customers and improving services will be scrutinised more closely by the RSH once a more proactive approach to consumer regulation is introduced.

The objectives and actions set out in this strategy aim to improve services and engagement for our customers and ensure we will be compliant with the new approach to regulation.

## Measuring success

We will measure delivery of this strategy using the proposed TSMs, some of which are included in our Corporate Plan metrics. The full set out of measures we will use to monitor success of the Customer Strategy are shown in Appendix A.

Performance in relation to some of these measures will be reported to Board quarterly in the performance update. Progress in delivering the strategy action plan and the performance in relation to all the measures included in Appendix A will be reported to Board, Leadership Team and customers bi-annually.



## Appendix A: Customer Strategy Success Measures

Objective	Output measures	Outcome measures
Building and maintaining excellent relationships		
a. Empower customers to have more influence	<ul style="list-style-type: none"> <li>RSP complete two reviews per year</li> <li>Number of customers involved in co-creating and co-designing services</li> </ul>	<ul style="list-style-type: none"> <li>How satisfied or dissatisfied customers are with the extent to which IVH listens to their views and acts upon them</li> <li>Levels of satisfaction with services that customers have been involved in co-creating and co-designing</li> </ul>
b. Listen, learn, act, feedback	<ul style="list-style-type: none"> <li>% of complaints responded to within Complaints Handling Code timescales</li> <li>Number of ASB cases relative to the size of landlord</li> <li>Average time to close ASB cases</li> <li>Number of complaints per 1,000 homes</li> </ul>	<ul style="list-style-type: none"> <li>How satisfied or dissatisfied customers are with the extent to which IVH listens to their views and acts upon them</li> <li>How satisfied or dissatisfied customers are with IVH's approach to handling anti-social behaviour</li> <li>How satisfied or dissatisfied customers are with IVH's approach to complaints handling</li> <li>Extent to which customers agree they know how to make a complaint</li> </ul>
c. Ensure that customers feel respected and are treated with respect	<ul style="list-style-type: none"> <li>100% of colleagues completing MGI training</li> </ul>	<ul style="list-style-type: none"> <li>Extent to which customers feel that IVH treats them fairly and with respect</li> </ul>



d. Be transparent	<ul style="list-style-type: none"> <li>• Annual Report to customers sent to all customers, setting out our performance against TSMs, learnings and improvements made because of complaints and customer survey feedback</li> <li>• Information displayed on our new website and communicated via rent statements, about our TSM performance, planned maintenance programmes, action taken in response to customer feedback, details of neighbourhood inspection programmes and outcomes and names of Community Co-ordinators</li> </ul>	<ul style="list-style-type: none"> <li>• Overall satisfaction with IVH</li> <li>• Satisfaction with the quality and type of information provided to customers</li> </ul>
e. Improve customer communications	<ul style="list-style-type: none"> <li>• Number of website users/hits on customer information pages</li> <li>• Open rates on email notifications sent to customers</li> <li>Response rate to customer app push notifications</li> </ul>	<ul style="list-style-type: none"> <li>• How satisfied or dissatisfied customers are with the way IVH keeps customers informed about things that matter to them</li> </ul>



Deliver services brilliantly		
a. Know our customers and tailor services to meet their needs	<ul style="list-style-type: none"> <li>• 100% customer profile data collected and loaded on housing management system</li> <li>• Increased satisfaction ratings given by customers with a disability</li> </ul>	<ul style="list-style-type: none"> <li>• Extent to which customers feel that IVH treats them fairly and with respect</li> </ul>
b. Get it right first time and when we cannot provide an immediate resolution, we will keep customers informed and keep our promises	<ul style="list-style-type: none"> <li>• Increasing % of repairs completed Right First Fix</li> <li>• Reducing % of avoidable calls</li> <li>• Increasing % repairs completed in target timescales</li> <li>• Increasing % appointments made and kept</li> </ul>	<ul style="list-style-type: none"> <li>• How satisfied or dissatisfied customers are with the repairs service they have received over the last 12 months</li> <li>• Satisfaction with the time taken to complete most recent repair</li> </ul>
c. Be easy to contact and deal with	<ul style="list-style-type: none"> <li>• Reducing average call waiting time</li> <li>• Increasing % of customer call backs completed in target times</li> <li>• Increasing number of customer initiated contacts via digital routes</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction with ease of dealing with IVH</li> </ul>



## Appendix B: Action Plan

Objective	Year 1	Year 2	Year 3
<b>Building and maintaining excellent relationships</b>			
<b>Empower customers to have more influence</b>	<ul style="list-style-type: none"> <li>Strengthen RSP by increasing the numbers and diversity of members and training the panel to carry out service and strategic reviews effectively.</li> </ul>		
	<ul style="list-style-type: none"> <li>Capture customer stories &amp; report to Board at each Board meeting</li> </ul>		
	<ul style="list-style-type: none"> <li>Develop a programme of projects that customers can be involved in co-creating and co- designing services and publicise these opportunities</li> </ul>		
		<ul style="list-style-type: none"> <li>Launch customer training and learning opportunities</li> </ul>	





		<ul style="list-style-type: none"> <li>Evaluate options to further enhance the customer voice at Board</li> </ul>	
<b>Listen, learn, act, feedback</b>	<ul style="list-style-type: none"> <li>Implement customer engagement arrangements in building safety &amp; quality of home</li> </ul>	<ul style="list-style-type: none"> <li>Implement customer engagement in sustainability projects</li> </ul>	<ul style="list-style-type: none"> <li>Implement customer engagement in net zero carbon projects</li> </ul>
	<ul style="list-style-type: none"> <li>COP overseeing delivery of customer strategy</li> </ul>		
	<ul style="list-style-type: none"> <li>Widen channels of engagement to meet customer needs</li> </ul>		
	<ul style="list-style-type: none"> <li>Use short films and infographics to encourage involvement</li> </ul>		
	<ul style="list-style-type: none"> <li>Complaints customer journey mapping &amp; implement changes</li> </ul>	<ul style="list-style-type: none"> <li>ASB journey mapping &amp; implement changes</li> </ul>	
	<ul style="list-style-type: none"> <li>Co-creation of Communities strategy &amp; pilot community plan</li> </ul>	<ul style="list-style-type: none"> <li>Report on impact of customer engagement annually</li> </ul>	
	<ul style="list-style-type: none"> <li>Implement TSMs and start measuring and reporting on performance</li> </ul>		



Be transparent	<ul style="list-style-type: none"><li>Co-create &amp; launch Offers for tenancy sustainment and damp/condensation</li></ul>	<ul style="list-style-type: none"><li>Co-create &amp; launch offers for ASB and Neighbourhoods</li></ul>	<ul style="list-style-type: none"><li>Co-create &amp; launch offers for Leaseholder services</li></ul>
Improve customer communications	<ul style="list-style-type: none"><li>Introduce local newsletters</li></ul>	<ul style="list-style-type: none"><li>Set up a customer editorial panel</li></ul>	
	<ul style="list-style-type: none"><li>Be more visible in our communities, through programme of neighbourhood inspections, drop in/surgeries, beatsweeps</li></ul>		
Deliver services brilliantly			
Know our customers and tailor services to meet their needs	<ul style="list-style-type: none"><li>Carry out a customer census</li></ul>		
	<ul style="list-style-type: none"><li>Complete a rolling programme of tenancy reviews</li></ul>		
		<ul style="list-style-type: none"><li>Set customer profiles for all customers</li></ul>	
	<ul style="list-style-type: none"><li>Explore reasons for lower satisfaction ratings from disabled customers</li></ul>	<ul style="list-style-type: none"><li>Address concerns raised by customers with a disability, that relate to our services, homes and communities</li></ul>	



<b>Get it right first time &amp; keep customers updated</b>	<ul style="list-style-type: none"> <li>Implement improved processes for repairs communications</li> </ul>	<ul style="list-style-type: none"> <li>Implement changes to reduce avoidable calls caused by IVH</li> </ul>	
	<ul style="list-style-type: none"> <li>Improve repairs processes to increase RFF performance year on year</li> </ul>		
<b>Be easy to contact and to deal with</b>	<ul style="list-style-type: none"> <li>Increase use of app by customers</li> </ul>		
	<ul style="list-style-type: none"> <li>Implement a new IVH website</li> </ul>		<ul style="list-style-type: none"> <li>Implement a customer portal</li> </ul>
	<ul style="list-style-type: none"> <li>Re-launch live chat with the new website</li> </ul>		
	<ul style="list-style-type: none"> <li>Support older customers to access services digitally</li> </ul>		
	<ul style="list-style-type: none"> <li>Implement more robust performance management to increase call back success rate</li> </ul>		
<b>Treat customers fairly and with respect</b>	<ul style="list-style-type: none"> <li>Roll out MGI training and embed learning</li> </ul>		
	<ul style="list-style-type: none"> <li>Support colleagues to complete CIH Level 3</li> </ul>		
		<ul style="list-style-type: none"> <li>Ensure training and development plans deliver professional housing service</li> </ul>	