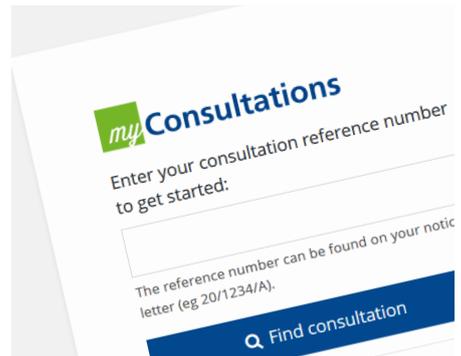
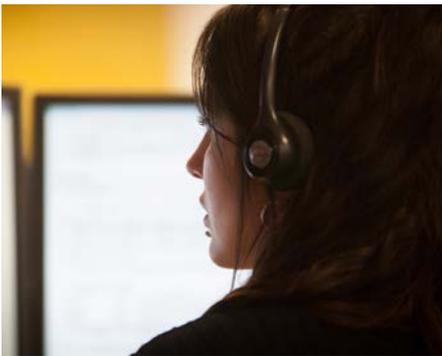


Customer engagement strategy 2021



Foreword



Reflecting on events since we published our previous customer engagement strategy, there have been many opportunities to learn what we can do better, both within the social housing sector and at GreenSquare.

When we launched our new corporate strategy, 'Simply Brilliant', in September 2019, we began our journey to transform the way we deliver services to our customers, powered by the knowledge that we haven't always got things right, and by people who want to change that for the future.

Over the past 12 months, we've made significant progress in changing the way we do things internally, but success will be when you feel the difference every time you interact with us. The main areas we've been working on are the contact centre and our repairs service, because your feedback tells us that these are important to you and we believe this is where we can make the biggest difference for the most people.

There's lots more yet to do, and we believe we can achieve more if we work together. As a housing association, we exist to meet the needs of the customers and communities we serve and this customer engagement strategy sets out some of the ways in which we seek to understand what you need from us and shape our services accordingly.

For me, this isn't a corporate document – it's an open invitation to all customers to get involved and be heard. We're ready for action, let's make a difference together.

Rachel

Rachel Crownshaw
Customer Experience Director

Introduction



We launched our latest corporate strategy, 'Simply Brilliant', with a very clear focus: create a truly customer-focused organisation that delivers core landlord services well. Positive change is rarely achieved alone, which is why we want you to get involved and work together with us.

Our new customer engagement strategy sets out how we work with you to shape services for the

better. It's not enough to make promises and actions speak louder than words.

Above all, this strategy is our commitment to listening to what's important to you and an invitation to get involved in helping us to become a simply brilliant landlord. We know that by working together, we can achieve more.

Vision



The vision for our customer engagement strategy 2020 is simple:
to create a simply brilliant service through collaboration, inviting scrutiny, and creating solutions together with customers.

We want to make it easy for you to get involved and this strategy explains the range of ways you can do this.

We will always be open and honest in communicating the actions and improvements we make as a result of customer engagement activities.

Delivering our vision



Collaborate

We will use a range of methods to listen to you and to enable us to involve you in the decisions that will impact you. Contacting us should be easy and flexible.

How will you know we've achieved this?

We will monitor who is responding to ensure that we are hearing from a representative customer voice. The results will be published on our website.



Scrutinise

We will engage in meaningful partnership with you through our Customer Panel and other local initiatives.

How will you know we've engaged in meaningful partnership?

We can demonstrate that you have been involved in testing and shaping services that are important to you, and will record evaluation from involved customers on their experience.



Create solutions

We want to ensure there are clear outcomes and solutions from our collaboration with you. With this in mind, we will agree what we plan to achieve with the Customer Panel, ensuring this is shared publicly.

How will this happen?

There will be a 'you said, we did' section on our website and we'll publicise achievements through the website, social media and through direct mails to customers involved in any consultations.

The annual review for customers will provide a summary of the work of the Customer Panel.

How can you get involved?

Create

By working together, we can shape services to better meet your needs now and for the future. There are several ways in which we encourage collaboration and involvement:

'Customer Focus' We organise informal meetings on a regular basis and invite you to come along to discuss feedback from surveys, proposed changes to services, and other topics. In the past we have discussed repairs, grounds maintenance and customer service.

Customer Panel In April 2020 we recruited 12 GreenSquare customers to work in partnership with us to challenge, scrutinise and co-design how we deliver our services (see below).

Testing services This is where you can get involved in inspecting the services being provided, and make recommendations for improvement.

Consult

We frequently ask for your views about services or proposals so we can incorporate your feedback into our decision making. It also helps us get a sense of how you feel about certain aspects of our service.

FAST surveys This is where we call you to ask how satisfied you are with the service you have received, and you tell us. We then gather this data, along with what others have said, to give us a customer satisfaction score, enabling us to know where we could do better, and for you to get a better service.

mySurveys A quick and easy way to give feedback on GreenSquare services and to suggest improvements. Surveys can be completed online (via myGreenSquare), by post or by phone. Rewards are offered for completing surveys.



Feedback is collated and presented to service area leads to make improvements. Results are shared with the Customer Panel and with you on our website.

Contact Centre Customer Service Survey

A new digital-only survey asking you to give feedback on the contact made with the officers in the contact centre.

Inform

We aim to be open and honest about what we're up to and how we're performing against our objectives and commitments. We use our website and social media to do this because we know this is how most customers access information. However, we share information in other ways too, such as at annual general meetings, customer focus groups and sending letters where appropriate.

We realise it's important to you how we spend our income; that's why we publish a clear breakdown of how we spend our income in our annual review for customers and the more detailed financial statements document.

Throughout all of the above we will be listening and sharing the results.

The Customer Panel

We set up the Customer Panel in April 2020. The Panel is a group of 12 customers who work with GreenSquare to ensure that customer feedback, ideas, and experience is shared, debated and used to improve services. They work in collaboration with us; however it's very much their job to hold us to account, questioning and challenging us where necessary.

All customers were invited to apply for the Panel and – following a selection process based on having a fair demographic spread of representatives and an enthusiasm to get involved and make a difference – we appointed a determined group to take this important work forward. This included

a customer Chair who will lead the Panel and work directly with a GreenSquare board member, ensuring the output and findings of the Customer Panel is reported back to our Board, with clear measures of success.

In line with our customer engagement strategy, the Customer Panel performs three core functions – to scrutinise, advise, and co-create. The Panel meets every other month, and output is published on the website. Over the coming year the Panel members will determine their own priorities, focusing on areas they think represent the most important aspects of being a GreenSquare customer.

Key insights from customers

We have consulted customers on this engagement strategy through a range of methods since November 2019 including surveys, Customer Focus events and other workshops, and our Customer Panel. This has helped us to understand what customers want from GreenSquare.

You said	How did you say it
You want a range of options to engage with GreenSquare.	mySurvey, Customer Focus
Those who have signed up to myGreenSquare enjoy the convenience of the online portal.	Take-up since its launch and feedback from Customer Focus
You have fed back consistently that you would like GreenSquare to have a greater presence at neighbourhood level.	mySurvey, Customer Focus
You want us to take concerns and suggestions seriously. You don't feel this when suggestions for improvements or efficiencies are not responded to.	mySurvey, Customer Focus, customer journey workshops
You want access to clear, up-to-date information on services. You want us to share information in a range of ways, not only on the website.	mySurvey, Customer Focus, customer journey workshops
You want us to evidence that we are listening to your views and raise the profile of involvement.	Customer Focus

Together with Tenants charter

Together with Tenants is an initiative led by the National Housing Federation, which promotes effective working between customers and landlords.

GreenSquare is an 'early adopter' of the initiative. By adopting this charter we are making an open commitment to nurturing a culture of collaboration and transparency, with a view to learning what more we can do to fulfil the needs of customers. This strategy has been created with the commitments of the charter at its heart.

Housing associations that adopt the Together with Tenants charter are making six commitments:

1. **Relationships** – Housing associations will treat all residents with respect in all of their interactions. Relationships between residents and housing associations will be based on openness, honesty and transparency.
2. **Communication** – Residents will receive clear, accessible and timely information from their housing association on the issues that matter to them, including important information about their homes and local community; how the organisation is working to address problems; how the organisation is run; and information about performance on key issues.
3. **Voice and influence** – Housing associations will seek and value the views of residents, and will use this information to inform decisions. Every individual resident will feel listened to by their housing association on the issues that matter to them and can speak without fear.
4. **Accountability**
– Collectively, residents will work in partnership

with their housing association to independently scrutinise and hold their housing association to account for the decisions that affect the quality of their homes and services.

5. **Quality** – Residents can expect their homes to be good quality, well maintained, safe and well managed.
6. **When things go wrong** – Residents will have simple and accessible routes for raising issues, making complaints and seeking redress. Residents will receive timely advice and support when things go wrong.

At the end of 2019, we reviewed how well we were meeting the aims of the Charter with customers, with a focus on how we communicate, our transparency, and how well we listen to customers. The feedback highlighted that we needed to keep information up to date; share information in a range of ways; and show that we listen to customers and act on their views.

Read more about how we are committing to the charter here: greensquaregroup.com/customers/customer-involvement/together-with-tenants

together
with **tenants**



Keeping you safe

Making sure you are safe in your home is more important than anything else. When you tell us you're concerned about the safety of your home, we are committed to ensuring this is listened to and followed up.

We want you to be confident that your home meets the standard required to make it safe – and for you to understand what that means.

We will use various ways of engaging with you to make sure your safety is given the highest priority and that you have the information you need regarding building compliance and safety.

The new Building Safety and Fire Safety Bills set out in legislation that we, as a landlord, need to foster a strong relationship with you, on building and fire safety. This, alongside the government's housing

white paper emphasises the importance of being clear about:

- providing you with the information you need regarding the fire and structural protections we have in place;
- the responsibilities of both landlord and customer when it comes to fire and building safety; and
- action to take in the event of a fire.

We already inform you of the key information relating to building and fire safety in a 'common sense' way, including the distribution of fire safety information to those living in blocks of flats.

A section on building safety and engagement with you is included within the action plan to deliver this strategy, providing detail of what we plan to do and when.

Meeting standards – and review

Customer engagement at GreenSquare will comply with the Tenant Involvement and Empowerment regulatory Standard.

This will include providing evidence of how we have continued to seek ways to improve our engagement, in line with the new requirements set out by the government's 2020 white paper.

This will provide you with additional assurance that we are being held accountable and continuing to improve. With this in mind, we will ensure the following has taken place:

- Record actions taken to meet regulatory standards.
- Review with Customer Panel and include summary of compliance in the Customer Annual review for customers.
- Review of compliance evidence through Leadership Team and Strategic Risk and Assurance Register.

The customer engagement strategy will be reviewed annually, by the Customer Panel.

We will ensure complete transparency regarding our success against this strategy. We will publish what we have done as a result of customer engagement, where we have achieved or where we have identified a need to improve. Our operational plan is included (*from page 10*).

Action plan

Ensure there is a range of ways for you to give feedback and get involved

How will we get you involved?	What will we do?	By when?
Satisfaction surveys – We ask you what you think about a service you have recently received.	Continue and pilot different ways of delivering. Assess and learn from pilots.	February 2021
Formal feedback process – We capture and learn from compliments and complaints.	Customer Care team in place to handle complaints and to learn for the future.	Complete and ongoing – review March 2021
mySurveys – This can be completed via myGreenSquare, phone or post. It focuses on a different topic each month and asks for your views.	Continue with this and ensure we act on feedback, and share this.	Review February 2021
Customer Focus events – informal meetings to discuss feedback from surveys and proposed changes.	Continue with these and monitor how feedback is used.	Review February 2021
Neighbourhood consultations – We carry out surveys to capture your suggestions for improvements in your area.	Promote more widely to customers.	January 2021
Improve engagement with leaseholders/shared owners.	Consultation portal set up. Complete service charge review with customers.	Completed June 2022

Record and collate when and how you engage

How will we get you involved?	What will we do?	By when?
Monitor whether we are hearing from a representative range of customers.	We will take steps to involve any under-represented groups.	Ongoing
Help monitor the success of different activities through annual reviews.	Ensure involvement exceeds 10% of customers.	April 2021

Involve you in planning and shaping services

How will we get you involved?	What will we do?	By when?
Customer Panel to ensure customer priorities direct GreenSquare – Panel's focus is to ensure GreenSquare is accountable.	Set up Customer Panel.	Recruitment in April 2020 First meeting was held May 2020
Testing services – you inspect and test our services through mystery shopping and then suggest improvements.	Do at least two tests per year. Findings shared with Customer Panel.	June 2021
Make sure information about service standards and responsibilities of landlord and customer is up to date and accessible.	Involve customer testing in reviewing content of website and Facebook. Use a range of ways to share key information.	December 2020 Review April 2021
Offer ways of sharing information in addition to online.	Carry out consultation on preferred communication methods with you. Identify customers and work with those of you who don't have internet access.	March 2020 June 2021
55+ Forum – Quarterly forums in Oxfordshire and Wiltshire for those living in 55+ schemes to have their say, including spend on improvements as well as GreenSquare services generally.	Continue these.	Ongoing
Involve you in building safety communication and monitoring, including by being consistent in how we communicate this and making it easy for you to report this to us.	Consult with Customer Panel. Work with you on 'reality checks' of safety information.	September 2021
Involve you in reviewing applications for community funding .	This is supported through mySurveys.	Community Fund Review Panel set up in May 2020
TPAS (experts on tenant engagement) to run in-house courses to raise awareness of housing and engagement developments. Open to customers and staff.	Run at least 2 sessions a year	Review April 2021

Demonstrate that we act on your feedback

How will we get you involved?	What will we do?	By when?
Annual review – A summary of performance, issued annually online.	Engage Customer Panel in this review.	November 2020
Impact assessment reviews – Annual reviews to be carried out to evaluate how we've done with our customer engagement projects.	Continue. Share findings with Customer Panel.	August 2020
Publish how customer feedback results in changes to our services.	Look at how we present information and how this could be clearer.	Review April 2021

Supporting initiatives led by you

How will we get you involved?	What will we do?	By when?
Local offer – Implement community activities/improvements following neighbourhood consultations.	Continue to provide this and review.	Review April 2021
Good Neighbour Awards – Annual event, you are invited to nominate neighbours. Customer Panel then review nominations (Feb/March) to select winners.	We will encourage nominations.	March 2021
Involve you in deciding remit for GreenSquare supporting community activities or services.	Re-introduce Community Fund, and seek your views.	Community Fund set up in April 2020
Site safety sessions – carried out by GreenSquare staff in primary schools in areas where building is taking place.	Continue.	Ongoing
'You and your new build' sessions – for people about to move into a new development. A chance to meet neighbours, and an introduction to new homes and GreenSquare.	Evaluate sessions with customers.	Ongoing



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