

Customer Experience Strategy

2025/28



April 2025

1. Introduction

The people and families who live in our homes are the reason why we are here, and we want to make their experience as our customers a great experience.

A great customer experience is about how a customer feels before, during and after interacting with us. Whether that is about picking up the phone, interacting digitally or talking to us face to face, whether they are moving in, reporting a repair, choosing investment works or needing support and assistance, customers of Rochdale Boroughwide Housing need to feel valued and important. We want interactions to be simple, without barriers and consistent across the organisation, where customers feel they are dealing with one organisation, irrespective of where the colleague works. We want our customers to feel that we treat them with dignity and respect and that our services are designed to meet and exceed their expectations

The aim of this Customer Experience Strategy is therefore to ensure

“every interaction with Rochdale Boroughwide Housing (RBH) is positive, efficient, and meets the needs of customers”.

To do this, we'll **create a customer-focused culture** rooted in our organisational values of putting people first, doing what we say, working as one, delivering quality, and being open and transparent.

We will **know and understand our customers**, ensuring our data about individual circumstances is up-to-date and relevant. We will also seek out the views of our customers, valuing what they say, and being able to demonstrate that customers' feedback is informing our decision-making. We will make it easy for customers to get in touch with us, offering multiple channels to accommodate different preferences.

And we will **deliver services with our customers in mind**; delivering easy to access, excellent services that meet their wants and needs, striving to resolve issues at the first point of contact.

We're proud to be a Mutual Society and will work collaboratively with our Representative Body, our Board, and our customers, as we create a supportive and responsive environment that truly puts our customers first and makes their experience as RBH customers a great one.

Our Values

The objectives of this strategy align with our five organisational values, which explain who we are, and what we stand for:



Putting People First

We listen with empathy, respond with compassion, and make it easy for our customers to access our services.



Doing What We Say

We earn trust through honesty, integrity, caring and keeping our promises.



Working As One

We embrace our mutuality and work together to deliver great outcomes for the people living in our homes and communities.



Delivering Quality

We invest wisely in our people and make it easy for them to deliver services and create places that our customers are proud to call home.



Open and Transparent

We are curious, embrace diverse ways of thinking and seek feedback to help us improve.

2. Developing this strategy

This strategy has been developed by incorporating and responding to insight and feedback from customers and colleagues in a range of ways. This includes customer engagement across a range of in-person and digital channels, information from complaints, satisfaction surveys including the Tenant Satisfaction Surveys, colleague workshops and discussions and service reviews. It also reflects our learning, thinking and observations from outside the organisation and sector during our period of recovery since 2022.

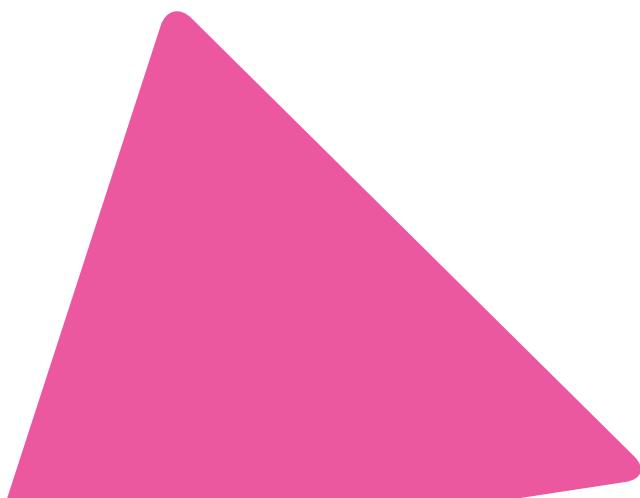
Survey findings told us that our customers valued the following areas the most:

- Friendly and helpful staff
- Quick and efficient services
- Being able to speak to someone in person
- Getting problems solved first time
- High quality repairs and maintenance services
- Faster response times
- Feeling listened to and understood

Further, analysis of the feedback from satisfaction surveys showed that our customers would like us to improve in the following areas:

- Resolving reports of repairs and damp and mould more quickly
- Getting things right first time
- Keeping our repairs appointments
- Improving the time taken, when contacting us, to speak to someone who can help
- Improving our visibility on our estates and in our communities
- Making it easier to visit us to talk about the things that are important to them
- Improving how quickly we complete our planned improvements to customers homes
- Improving our digital customer service experience
- Improving how we listen to our customers, and make sure we act on their feedback

Our customers also told us that they appreciated the attitude of our RBH colleagues, the quality of work that was carried out, while our Independent Living and Extra Care service received highly favourable feedback.



RBH colleagues were also asked for their views on how they felt they could best deliver an improved customer experience. Three key themes were identified, as below:



Service delivery, processes and procedures

We need to enhance our engagement methods and standardise our approach, by reviewing and tightening existing policies and procedures.

Increasing visibility and accessibility in communities and offices is crucial, while we should also focus on proactive services such as outbound calling and community engagement.



Technology and systems

Developing IT systems and technology is vital for service delivery, as colleagues need the right tools to deliver excellence. Improving customer data and using it for service improvements and customer -focused personalisation is essential, as is better integration of IT systems in order to enhance efficiency. Keeping the Customer Portal updated and investing in its development was also identified by colleagues as a primary way of increasing service efficiency and quality.



People and culture

A key theme that emerged was diversity, inclusion and belonging (DIB). A new DIB Strategy has been approved and is being and a new strategy is now being implemented to guide the organisation's approach to embedding DIB throughout service design and delivery. Developing tailored customer service training and working as one team was identified as a priority, as was understanding the unique characteristics and challenges of RBH customers.

This insight has informed the development of the objectives of this strategy, in terms of telling us what our customers and colleagues believe makes for an excellent customer experience.

Our Vision

Every interaction with Rochdale Boroughwide Housing (RBH) is positive, efficient, and meets the needs of customers.

This vision has three objectives beneath it, each with their own measureable outcomes. These are:

- 1) Creating a customer-focused culture
- 2) Knowing and understanding our customers
- 3) Delivering services with customers in mind

Objective

1

Creating a customer-focused culture

A customer-focused culture ensures that the needs and preferences of our customers are at the heart of everything we do and is what will set us apart. We will be responsive, transparent, and accountable, ensuring that our services are continuously improving and adapting to changing needs of those people who live in our homes.

Our colleagues firmly believe in providing an excellent experience for our customers, and we want to embed this culture through everything that we do. We want to set a clear and aspirational standard, and through our People Strategy we will invest in our colleagues to enable them to deliver that standard, and to build a culture where we continue to deliver excellence and celebrate our successes.

By always putting our customers first, we will build stronger, more positive relationships with our customers and communities, while our colleagues will have clarity on expectations, roles and responsibilities, enabling them to deliver an excellent customer experience.

To achieve this objective, we will:

- Develop and deliver a programme of customer service training for all RBH colleagues to provide a clear and consistent level of service, whilst learning from sector best practice
- Develop new customer service standards which explain what all RBH customers can expect from us

- Implement new target operating models (TOMs) that have used customer journey mapping to design services for our customers and that better enable us to work smartly and efficiently, getting things right first time
- Carry out a review of our access options for our customers, broadening the ways that they can contact us and making this easier, faster, and more personalised. We will also recognise the importance of face to face contact between our customers and colleagues
- Make sure that we celebrate our successes with our customers, making sure that we recognise when we get things right and take this learning to improve all of our services
- Review our current performance management framework, making sure that our Key Performance Indicators are aligned with providing an excellent customer experience.

What does success look like?

- All colleagues will have undertaken customer service training
- New customer service standards have been launched
- Colleagues are enabled to get things right first time through technology, processes, resources and materials
- Our access options are responsive to our colleague and customer needs, with a wide range of easy-to-use options on offer
- We have data which allows us to offer personalised customer services and access options
- We celebrate our successes on a regular basis, with appropriate reward and recognition for colleagues and customers alike
- We have reviewed our performance management framework, with a set of indicators that drive and underpin our customer focused culture, whilst delivering assurance.

Objective

2

Knowing and understanding our customers

Knowing and understanding our customers, and ensuring their voices are heard is fundamental to delivering services that truly meet needs and expectations. This will help us to build a more inclusive, responsive, and customer-focused organisation, where every interaction contributes to a positive and meaningful experience for our customers.

By gaining deeper insights into the lives, preferences, expectations, needs and challenges of the people who live in our homes, we can tailor our services to be more effective, relevant, and supportive. This understanding will allow us to build stronger, more trusting relationships with our customers, ensuring that their voices are heard and valued.

We want to make sure that our customers know that we are listening to what they are telling us and that we are using this feedback to deliver and shape an excellent customer experience. We will provide a number of ways for our customers to engage with us, whether this is through our survey programme that includes the TSMs, through formal and informal engagement opportunities, or through speaking to us in person.

Our programme of customer engagement will continually seek to strengthen the relationship between our customers, executives and colleagues, while helping us to provide proactive service solutions rather than reactive. The insight that we will gain through closer working relationships with our customers will enable this.

We will use the customer voice insight, satisfaction data and sector analysis to identify areas to focus on, reviewing this collaboratively and driving service improvement.

To achieve this objective we will:

- Act upon the results of the Customer Census, enabling us to better understand the people who live in our homes

- Carry out audits of the customer data that we hold in our IT systems, and use our survey programme to improve the quality of that data
- Personalise our service provision to each customer, ensuring that we communicate with them appropriately, offer the right access, and tailor our services to suit their needs
- Deliver an annual programme of customer engagement that is agile and responsive to customer needs, offering meaningful opportunities for our customers to engage with us on a broad range of subjects, in ways that suit them
- Ensure our communications and marketing approach with regards to messaging, audience and channels is aligned to customer need, through in-depth insight-gathering and regular evaluation
- Use our new Diversity, Inclusion and Belonging Strategy to help us to better understand the rich diversity in both our organisation and the Borough of Rochdale and how we can continue to embrace this.

What does success look like?

- We have a comprehensive engagement and survey programme, giving all customers the chance to tell us what they think, through the channels they prefer to use
- Our customer and property data is complete, easily accessible for all colleagues, used to inform services proactively and protected under data protection legislation
- Our services are tailored to individual customers, using the information that they provide to us, delivering the best possible experience in a unique way
- Our menu of engagement opportunities offers real and meaningful opportunities for our customers to be involved, whether that is through one off consultations, or as sitting as a member on a formal group
- We can evidence meaningful action and learning has been taken following customer feedback and complaints, providing robust data and case studies.

Objective

3

Delivering customer focused services

Our services will be delivered with our customers in mind. We know their needs change quickly, and we need to be agile enough to respond. While the data shows our current service performance is good, we know that we still have more to do.

We will deliver easy to access, excellent services that meet the wants and needs of our customers, striving to resolve issues at the first point of contact, ensuring they are updated regularly if the matter cannot be resolved when it is first reported.

To achieve this, we will co-design services with our customers to ensure our offer accurately reflects their expectations. Getting this right will ensure that we improve our speed and quality of delivery, improve our customer satisfaction, improve our stakeholder reputation, and maintain our colleague and customer safety.

We know that learning from complaints and compliments is an important part of designing and delivering customer focussed services. We will review trends from our complaints and compliments feedback and use this to improve our services. We will measure success through ongoing analysis of feedback on our services.

To achieve this objective, we will:

- Undertake a programme of customer journey mapping, in partnership with our customers, to inform service redesign and improvements
- Ensure customers are always involved at the outset in the design of any new service or in any service change, embracing principles of co-creation and co-design with our customers, and where appropriate, our delivery partner agencies
- Increase our visibility on our estates and within our communities, including reviewing the options available to customers to come and talk to us locally

- Make sure that we are being transparent with our customers through the provision of timely, accurate and appropriate information on how we are performing and what we are doing
- Continue to develop and maintain partnerships with external organisations who can support our customers to sustain their tenancies and help us to deliver services

What does success look like?

- New customer focused systems, structures and processes have been designed and implemented
- Services have been redesigned following customer journey mapping and collaboration with customers
- Demonstrable service improvements directly as a result of feedback from complaints and compliments
- A technology review has been undertaken and, if appropriate, new technology introduced, to support our colleagues and customers

3. Measuring Success

We will continuously review the effectiveness and outcomes of this Strategy. We will use the following metrics to measure our success against each of our objectives:

Customer Experience Strategy: TSM measures		
Objective one: Customer focused culture	Objective two: Knowing and understanding our customers	Objective three: Delivering customer focused services
TP08: Agreement that the landlords treats tenants fairly and with respect	TP06: Satisfaction that the landlord listens to tenant views and acts upon them	TP01: Overall satisfaction
TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them	TP09: Satisfaction with the landlord's approach to complaints handling	TP02: Satisfaction with repairs
CH02: Complaints responded to within Complaint Handling Code timescales	TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods	TP04: Satisfaction that the home is well maintained
TP03: Satisfaction with time taken to complete most recent repair	TP12: Satisfaction with the landlord's approach to handling anti-social behaviour	TP05: Satisfaction that the home is safe
	CH01: Complaints relative to the size of the landlord	TP10: Satisfaction that the landlord keeps communal areas clean and well maintained
	NM01: Anti-social behaviour cases relative to the size of the landlord	RP01: Homes that do not meet the Decent Homes Standard
		RP02: Repairs completed within target timescales
		BS01: Gas safety checks
		BS02: Fire safety checks
		BS03: Asbestos safety checks
		BS04: Water safety checks
		BS05: Lift safety checks

Customer Experience Strategy: Operational measures		
Objective one:	Objective two:	Objective three:
Customer focused culture	Getting to know you better	Delivering customer focused services
% of repairs appointments made and kept	% of tenancy audits completed	% Damp and Mould treatments completed in timescale
Number of tenancies sustained as a result of RBH intervention	Number of services changed as a result of customer feedback	% repairs right first time
Rent arrears %	Number of customers engaged (monthly)	% avoidable contact
Number of customers actively using MyRBH	% of complete customer data held	% First contact resolution (contact centre)
Percentage of emails responded to within 24 hours	% of complaints escalated to the Housing Ombudsman	
% of calls answered	% of complaints escalated to stage 2	
% of calls abandoned		
Number of colleagues undertaking customer service training		
%services delivered right first time		
% calls answered within 60 seconds		

4. Monitoring

We will monitor our progress with annual reports to the Customer Services Committee that sets out our achievements, challenges, and any changes needed for improvement.

5. Review

All RBH strategies, policies, service standards and procedures are reviewed on a regular basis to ensure that they are 'fit for purpose' and comply with all relevant legislation and statutory regulations.

This strategy will go through the full approval process every 3 years and will undergo a desktop review annually. This is to ensure that it is fit for purpose and complies with all relevant and statutory regulations.

6. Links with Other RBH Documents

This strategy links to the following policies and strategies:

- Corporate Strategy
- Diversity, Inclusion and Belonging Strategy
- Engagement Strategy
- People Strategy

7. Inclusivity statement

We are dedicated to fostering an inclusive and equitable environment for all. We ensure that everyone is valued and respected. Our policies aim to be inclusive, and will comply with UK laws, including the Equality Act 2010, to create a diverse and supportive environment for people to thrive.

We understand not everyone absorbs information the same way. If you have any difficulty understanding or interpreting this document, please email people@rbh.org.uk or call Freephone **0800 027 7769**. We will work with you to ensure your individual needs are met.

8. Summary

Our Customer Experience Strategy is designed to ensure that every interaction with our customers is positive, efficient, and meets the needs of customers. By fostering a customer-focused culture rooted in our core values, we aim to build stronger relationships with our customers and communities.

Through this strategy, we are confident that we can achieve our goal of providing an excellent customer experience, building trust in RBH as a great landlord.