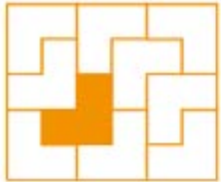


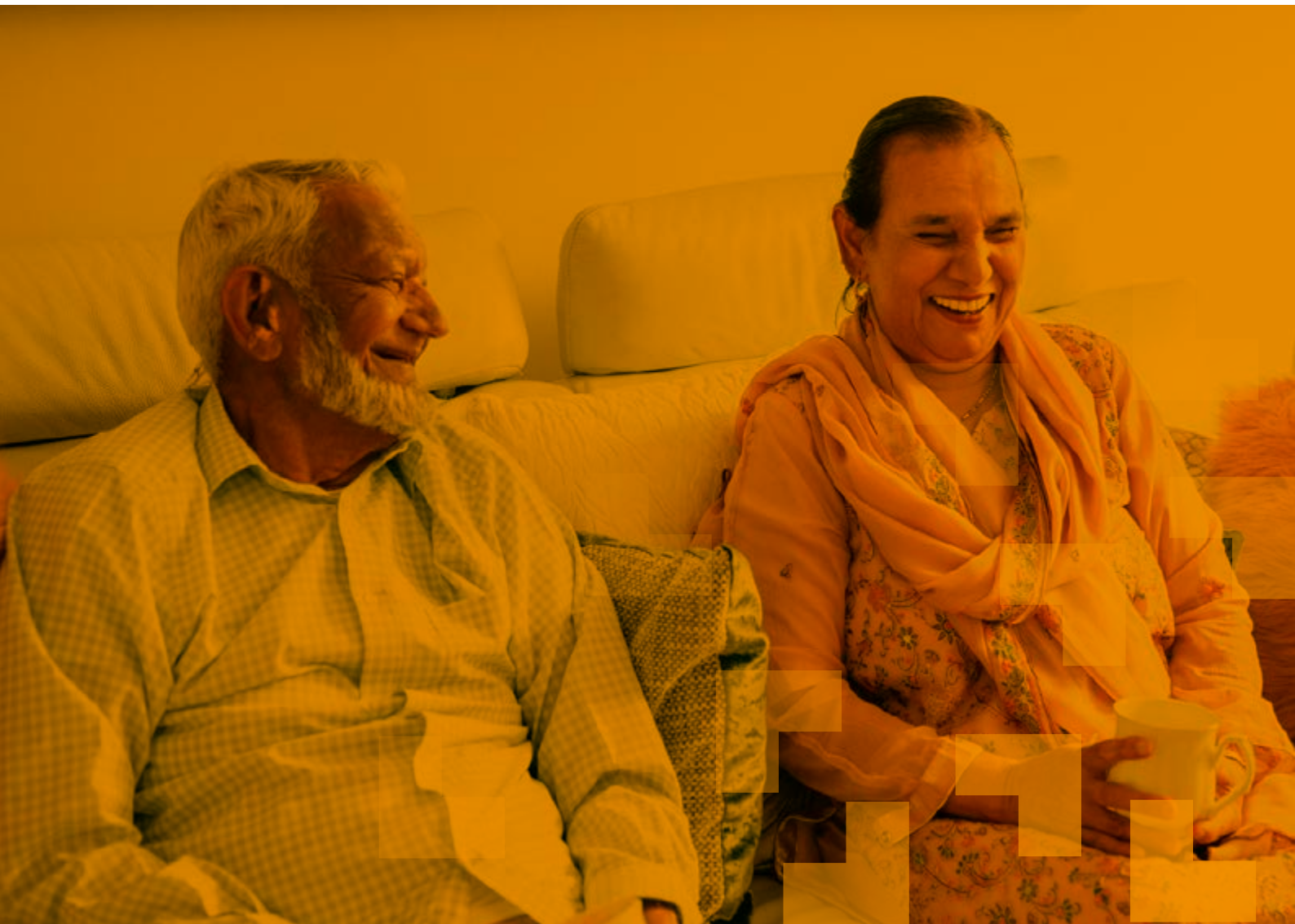


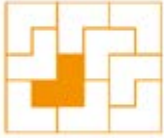
Our 2024 - 2029 plan for:



**Customer
experience**

Date of issue: November 2024





The Customer Experience (CX) team provide an essential service for NCHA, answering queries from a variety of stakeholders.

As well as resolving queries they have oversight on our response to complaints and provide support to vulnerable people through the Customer Wellbeing service.

Vision statement

Our commitment is to provide an outstanding customer experience characterised by choice, convenience, and empathy whenever customers reach out to us. The Customer Experience team will take responsibility for ensuring seamless customer interactions, offering support outside regular hours, managing wellbeing helplines, and addressing complaint resolution. Our goal is to effectively meet customer needs and surpass their expectations.

The BIG challenges

Meeting the needs of customers at the first point of contact

Customers expect NCHA to be easy to interact with and to resolve issues at the first point of contact. Our services should be person-centred, so any service offer should ensure that customer preference is considered.

Delivering safe and compliant mental health helpline services

We're proud to offer expert support to members of the public who are in crisis, and to support the great work of the NHS and other support services. These services are delivered in partnership and are significantly affected by the increasing pressures on statutory services and the number of people in crisis using the services.

Increasing complexity and vulnerability of customers

We've seen increasing challenges on households across all of our tenures, ranging from financial pressures, caring responsibilities, physical and health issues. These require our frontline colleagues to be able to resolve queries with empathy and as little passing off to other teams as possible.

Meeting the requirements and expectations of the Housing Ombudsman

The expectation from the Housing Ombudsman continues to raise the standard for complaint handling, learning the lessons from complaints and improving services that affect our customers' lives. We have moved to a centralised complaints resolution service but there are many opportunities for the organisation to improve both our response to complaints and the overall culture surrounding them.

Technology that works for colleagues and customers

Technology in the sector has evolved and NCHA has invested significantly in a wealth of new capability. It's essential during this plan that we optimise this technology to realise our return on investment, rather than simply pursuing new technologies without justification.

Where are we now?

- The Customer Contact change programme and departmental restructure is complete and embedded. We now have a Domestic Abuse Support Coordinator who supports customers affected by domestic abuse.
- We've procured and implemented the technology to support the delivery of our services. This has included platforms to support complaint resolution, capture customer insight, a knowledge base for front line colleagues and a new multi-channel contact platform.
- We've significantly improved complaints performance by moving to a central Customer Resolution team.
- We've started the move to customer insight as an organisation wide approach. The next steps include establishing all customer feedback through our new insight platform.
- The Customer Experience, Housing and Assets and Property Services teams have supported the organisational move from outsourced responsive repairs to an inhouse service.
- We've continued to maintain our Telecare Services Association (TSA) accreditation and are working towards Care Quality Commission (CQC) registration to deliver enhanced mental health helpline services.

“We're committed to working to deliver a service that meets and exceeds customer expectations.”

Adrian Kilanga, Head of Customer Experience

Key objectives

One year

- Attract, support and retain engaged, high-performing and motivated colleagues, reflected with a turnover target of no more than 4%.
- Deliver enhanced training to all frontline colleagues to better serve the needs of vulnerable customers.
- Deliver Customer Wellbeing's service proposition to ensure revenue performance for our core and external services do not exceed agreed budget projections.
- Evaluate the success of the Customer Resolution model and make recommendations to improve our response to complaints and lessons learned.
- Maintain 100% compliance with Complaint Handling Code for complaint handling.
- Build on existing first contact resolution approaches to support all customer facing services and develop a performance measure so this can be monitored.
- Complete the delivery of the Customer Insight Project, maximising the Voice of the Customer (VoC) to inform wholesale business change.
- Deliver a feedback loop/mechanism to assure customers and stakeholders of improvements following insight and complaints learning.
- We're successfully CQC registered.

Two year

- Implement the recommendations from the Customer Resolution evaluation to improve accountability around the business in terms of complaints management and resolution.
- Reduce complaint numbers to 26 per 1,000 homes
- Increase satisfaction with complaint handling to 40%
- Maintain our TSA accreditation
- Provide substantial assurance through the internal audit programme and maintain our CQC registered status
- Improve turnover performance to 3.5% of colleague headcount

Five year

- All customers will have had vulnerabilities data captured as appropriate and will be offered a person centred approach to contact, support and complaint resolution.
- Develop effective partnerships with internal stakeholders to ensure that continuous improvement activities transcend beyond the contact centre.
- Increase satisfaction with complaint handling to 50%.
- Improve turnover performance to 3% of colleague headcount.

Delivering the plan

Our Head of Customer Experience has overall accountability for delivery of the plan, and gives oversight to our Customer Committee.

Monitoring and reporting

The plan delivery will be overseen by the 'Our Customers' steering group.

An annual review will be presented to the Customer Committee in August 2025, with a full review of the plan in 2026.



Glossary

Housing Ombudsman: An independent, impartial, and free service for social housing residents. They make the final decision on disputes between residents and landlords that are registered members of its scheme.

Care Quality Commission (CQC): A national body that monitors, inspects and regulates health and social care services in England.

Telecare Services Association (TSA): An independent advisory body for the technology enabled care (TEC) sector, who support organisations that commission, provide and supply TEC services and solutions.

Our business delivery strategies

Being the best we can be for our customers and colleagues by always listening and striving to improve, in an environment that is supportive, inclusive and wellbeing focused.

Alongside the Group Corporate Plan sit five **'Business Delivery Strategies'**, which are relevant to all departments. These are:

- Environmental Sustainability Strategy
- Social Impact Strategy
- Value for Money Strategy
- Our Customers Strategy
- Our Places Strategy.



Taken together, these strategies provide us with the opportunity to pause and reflect on what we've been doing, and then to refocus on the future.

Taking inspiration from these five business delivery strategies, this plan sets out our ambitions for customer experience for the next five years.