ncha	**Title**	Customer Engagement Policy		
	Reference	Corporate	**Owner**	Head of Communications & Engagement
	Approved by	Customer Committee	**Approval date**	08/07/2026
	Issue date	10/07/2026	**Review date**	27/11/2027
	Advice	Read in full		

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1. Purpose and scope

1.1 The purpose of this policy is to outline NCHA's commitment to meaningfully engaging and supporting our customers to influence the work and strategic direction of NCHA, through a range of formal co-regulatory and informal opportunities.

1.2 This policy aims to demonstrate commitment to and compliance with the relevant regulatory expectations and key sector developments and initiatives, listed in section 4.

1.3 The scope of this policy relates to all NCHA customers across all tenures as well as Care and Support customers. It is the responsibility of specific customer engagement and governance roles to implement the policy, and for all NCHA colleagues to support the policy.

2. Responsibilities and risk

2.1 Assistant Director of Homes & Wellbeing
Head of Communications and Engagement
Customer Engagement-Manager

2.2 Failure to meaningfully engage our customers could lead to a breach of the Consumer Standards, specifically the Transparency, Influence and Accountability Standard. This could result in a regulatory downgrade and reputational damage.

2.3 Failure to meaningfully support our customers in their ability to influence our work and strategic direction will mean that customer-facing services may not meet customers' needs effectively.

3. Policy statement

3.1 We will provide customers with a range of ways to become meaningfully involved so our services can be influenced by NCHA customers across all tenures, as well as Care and customers who are receiving them. The formal opportunities are detailed in section 3.8. Informal opportunities include being part of our Community of Customers, participating in task and finish projects, supporting service improvement projects, reviewing policies and engaging in ad hoc events to gather feedback on services. These opportunities will be accessible, and we will use customer feedback to continually evaluate their effectiveness, whether they reflect the needs and wishes of our customers, and to help improve the services we provide.

3.2 We are committed to ensuring diverse representation across formal and informal opportunities. These opportunities will be accessible to any customer.

3.3 We support the expectations outlined in the Transparency, Influence and Accountability Standard and complete an annual review against the Consumer Standards.

3.4 We will ensure the principles of customer engagement are embedded within our frontline housing and maintenance services, supported by colleagues responsible for overseeing our overall engagement approach.

3.5 The Resident Focus section of the National Housing Federation Code 2020 means that NCHA should ensure:

- A formal offer enables customers of all tenures to engage with, influence and contribute to strategic decision making. Our Customer Committee, its supporting panels and their associated activity aims to involve customers meaningfully and make improvements to the services they receive.
- There is a link between our informal engagement opportunities and the formal offer. Customer feedback and insight will be used to inform the activity and priorities of those formal groups. Feedback and insight will be gathered from satisfaction surveys, complaints, and analysis of digital channels.

3.6 The safety of our customers is paramount and, as part of the Building Safety Bill, we will produce and implement a resident engagement strategy. The resident engagement strategy will be led by the Accountable Person for each higher-risk building to promote participation in decisions made about building safety risk in their building.

3.7 We will offer customers opportunities to be formally involved as part of NCHA's governance structure, with each opportunity supported by clearly defined terms of reference for the following committee and panels:

- The Customer Committee which supports the work of NCHA Board through the monitoring of performance relating to customer experience, across the NCHA Group.
- The Customer Oversight group which supports the work of the Customer Committee through the monitoring of performance relating to customer experience, across all tenures.
- The Scrutiny working groups which oversee and deliver independent and customer led scrutiny projects, The areas of scrutiny investigated, and the recommendations report are the responsibility of the working group and Scrutiny lead. Delivered with the full support of NCHA, the outcomes of all scrutiny activities are shared publicly, showing customers how their engagement and feedback have made a difference.
- The Care and Support Customer Voice group provides a vehicle for engagement and influence specific to customers across our care and support services.

3.8 We will provide and facilitate external and internal training to all involved and engaged customers so they can fulfil their roles with confidence, whilst supporting their personal development.

3.9 We will support the ambitions and expectations of TPAS. We will achieve this by enabling our customers to engage with TPAS directly, adopting published standards or good practice and maintaining accreditation.

3.10 We will cover all reasonable costs and expenses to enable customers to participate in any engagement activities offered by NCHA or by third parties appointed by NCHA.

3.11 We will develop and offer digital opportunities to increase engagement and for customers to give feedback, both at a local level and to influence our work and strategic direction. This will be balanced with ongoing opportunities to become involved through in-person events, a visible presence within our communities and a focus on local engagement opportunities and initiatives.

3.12 We will ensure and encourage service leads consider and support customer consultation and co-development when service changes or reviews are proposed or required.

3.13 We will produce an annual report to outline key activities and commitments to ensure these are progressed and reported on.

3.14 We will provide opportunities and training for engaged customers to support colleague recruitment across our frontline teams.

4. Supporting documentation and key legislation

4.1 Supporting Documents
Customer Committee Terms of Reference
Customer Committee Member Job Description
Customer Oversight group Terms of Reference
Customer Oversight group chair job description

4.2 Guidance
Together with Tenants Charter
National Housing Federation Code 2020
TPAS National Tenant Engagement Standards 2024

4.3 Legislation/Regulation
Consumer Standards – Transparency, Influence and Accountability Standard

4.4 Related policies or strategies
NCHA Complaints Policy
NCHA Code of Conduct Policy

5. Monitoring and reporting

5.1 Our annual report to customers will be co-developed with customers and published. Alongside a range of performance measures and outcomes, this will outline measures of success and impacts because of engagement activity. This will include scrutiny outcomes, changes to services as a result of engaging customers, and event outcomes.

5.2 We will undertake effectiveness reviews of our formal groups.

5.3 Scrutiny outcomes and recommendations will be reported to the Customer Committee.

6. Definitions

N/A

7. Equality and diversity

7.1 This policy supports NCHA's Equality, Diversity and Inclusion Strategy and Policy, that sets out the aim that services are more accessible, inclusive and responsive to the needs of the communities we work with.

7.2 This policy is supported by an Equality Impact Assessment.

8. Appendices

8.1 N/A

9. Policy Approval

9.1 This procedure has been approved prior to issue by the Director of Homes and Wellbeing or if applicable by NCHA's Board or Customer Committee.