

ncha

Our

Customers

Strategy 2026 - 2031

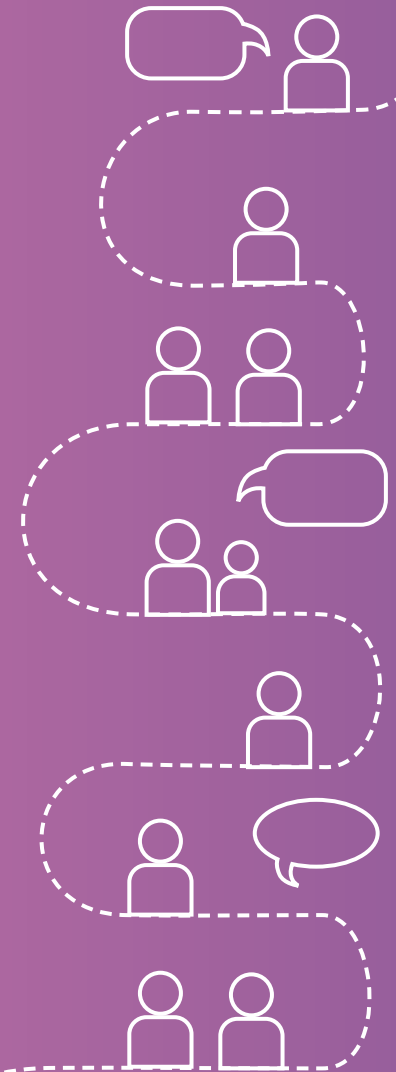


Our ambition: **Customers**

“

We want every customer to feel heard. We'll listen carefully to what people tell us, learn from their experiences, and design our services to reflect the diverse needs and preferences of the people we support

”



Over recent years, we've worked hard to improve the experience our customers have with us. Since publishing our last Customer Strategy, we've established a dedicated Customer Resolution Team, strengthening the way we handle complaints and, crucially, how we learn from them.

We've also introduced a new customer insight system that helps us understand feedback and data more effectively. This has already led to practical improvements, such as calling customers ahead of their repair appointments to make the process smoother and more predictable.

Alongside this, we've delivered our *tpas action plan and continued to build strong, inclusive opportunities for customers to get involved. Their voices play a significant role in how we shape our services and influencing our future plans.

We recognise that being a social landlord is about far more than providing a home. Many of our customers face significant pressures - from financial strain to instability and safeguarding concerns. Our ambition to strengthen the relationship we have with our customers, including our leaseholders, will put us in a great position to understand what they need and respond in ways that make a real difference.

*tpas are the country's leading engagement experts, who accredited us for our work in this area in January 2024.

We have stronger foundations - better insight, clearer processes, and more meaningful customer involvement.

This puts us in a better position than ever to understand what our customers need and respond in ways that make a real difference.

Over the next two years, we'll use what we've learned about our customers to adapt and strengthen our services - from repairs to the way we care for communal spaces. We'll continue to expand opportunities for customers to shape our strategies and processes, ensuring their experiences directly influence what we do and what we prioritise.

We're clear about our role in helping people live better lives, and we take that responsibility seriously. Our focus now is on building on the progress we've made and continuing to put customers at the heart of everything we do.

On pages 6-17

you'll see the six areas we're going to focus on to turn our ambition into action and bring this strategy to life. The measures within them are based on our aim to be a high performing housing association, working to deliver the ambitions set out within our Group Corporate Plan.



Holly Dagnall

Director of Homes and Wellbeing



Our guiding principles for **our customers**

Doing the right thing for our people, planet and resources

What matters most to us is making a meaningful difference for people and the planet. We're committed to protecting the environment, using our resources wisely, and creating positive change in the communities we serve. Our Group Corporate Plan, Our Ambitions, and our core strategies all contribute to these priorities.

Throughout Our Customers Strategy you'll see how we're putting these three principles - environmental sustainability, value for money, and social impact - into practice for our customers.



Environmental Sustainability

Our customers, quite rightly, expect their homes to be efficient, affordable to heat and environmentally sound. Embedding sustainability needs us to listen to those expectations and co-design solutions that genuinely improve their day to day lives. This is reinforced by our organisational focus on customer insight, feedback and co-designed services



Value for Money

Achieving value for money is essential because it ensures we make the most of every penny we spend on our customers' behalf. By listening to customers, and designing services that genuinely meet their needs, we can focus our efforts where they have the greatest impact. This not only improves outcomes but also drives efficiencies, helping us deliver high quality, affordable and sustainable services.



Social Impact












We're putting the principles of social impact into practice by designing services that improve people's lives, using meaningful insight from customers to shape what we do, and investing in the areas that create the greatest positive outcomes. By co-producing solutions with customers, focusing on wellbeing, and aligning our resources to the services that deliver the most impact, we ensure our work genuinely supports stronger, healthier and more resilient communities.

1

Knowing our customers

We'll use the right tools, technology and high-quality insight to make it easy for every customer to share their views so we can truly understand who they are and what they need.















Action	Delivery date	Measurement	ES	VFM	SI
1a. Audit digital customer voice tools, benchmark performance, and identify opportunities to strengthen insight quality and impact.	2027	Recommendations report approved and delivered			
1b. Research, test and procure the right digital tools to help us listen to our customers, to enable us to segment their feedback and drive improvements	2028	Increase response rate from 7.9% to 15% in customer feedback captured via transactional surveys			
1c. Equip and upskill colleagues to confidently promote and support customer use of new tools and technologies	2028	100% colleague completion of training identified in matrix			
1d. Co-design a unified customer voice framework that brings together insight from complaints, TSMs, surveys and all other feedback channels to deliver one coherent picture of customer sentiment	2031	77% of renters and 65% of home owners are satisfied that we listen to their views and act on them			
1e. Complete a corporate wide project to capture household data to inform service adjustments	2028	100% of customers asked about appropriate service adjustments			
1f. We'll continue to refine and improve our management response to complaints	2031	Respond to 100% of Stage 1 complaints within timescales, and 96% of renter and 86.5% of homeowner Stage 2 complaints within timescales 60% satisfaction with complaints handling for renters, and 40% for home owners			

2

Customer-led services

We'll design person-focused services shaped by what matters most to our customers, and equip our colleagues with the skills and confidence to support people when they need it.













Action	Delivery date	Measurement	ES	VFM	SI
2a. Launch a risk based home and wellbeing check that proactively identifies issues and strengthens our understanding of customer needs	2027	90% of scheduled visits carried out within timescales			
2b. Use equalities data and customer feedback to develop and deliver services for identified customers groups	2029	85% of renters and 65% of home owners will be satisfied with landlord services			
2c. Redesign core business services to deliver more flexible, customer focused access - including extended hours and varied appointment options	2031	Landlord satisfaction for renters will be 85%			
2d. Develop and implement Personal Emergency Evacuation Plans for identified customers with vulnerabilities in higher-risk buildings	2028	100% of Personal Emergency Evacuation Plans in place for vulnerable customers in higher-risk buildings			
2e. We'll analyse complaints data to identify lessons learned and drive continuous improvements that reduce future complaints	2031	Stage two complaints per 1000 homes reduced to 7.2 for renters, and 6.5 for home owners.			

3

Customer-focused culture

We'll lead a business-wide culture change programme to ensure customer voice is at the heart of every decision we make and the services we design.













Action	Delivery date	Measurement	ES	VFM	SI
3a. Expand and sustain a diverse, engaged Community of Customers to support ongoing service improvements and insight led decision making	2031	1000 members of Community of Customers			
3b. Create a consistent, organisation-wide mechanism that enables customer involvement in decision-making and service changes	2031	20 demonstrable customer-led service changes per year			
3c. Grow and support our customer panels to ensure they're diverse, representative and able to influence decisions that shape our services	2031	30 customer panel members			
3d. Develop the skills and confidence of involved customers so they can effectively represent our wider customer base and deliver high quality scrutiny reports	2027	Deliver 4 scrutiny reports to Board per year			
3e. Deliver a programme of events and innovative initiatives to engage with customers in our communities, capturing insight to improve services	2031	300 recorded conversations per quarter			
3f. Design and deliver a large scale, business-wide door-knocking exercise to capture feedback and service adjustment details from customers	2026	1,200 recorded customer conversations and customer data updated			

4

Listening to our leaseholders

We'll improve leaseholder satisfaction by designing services that genuinely reflect their tenure and needs, shaped by what our leaseholders tell us.



Action	Delivery date	Measurement	ES	VFM	SI
4a. Embed processes to ensure we adapt to and comply with the Leaseholder Reform Act	2027	Compliance with Leaseholder Reform Act			
4b. Deliver a programme of work that ensures we meet the principles of the Shared Ownership Code across all relevant areas of our service	2031	65% of home owners satisfied with our services			
4c. Deliver a strategic communications campaign that builds clear, consistent understanding of Shared Ownership across colleagues, customers and communities	2027	Delivery of strategic communications campaign			
4d. Deliver a programme of engagement activities to listen to our leasehold customers to understand their needs and expectations	2031	65% homeowners satisfied that NCHA listens to views and acts on them			

5




Demonstrating customer-led change

We'll build strong, transparent processes that clearly show how customer feedback drives service improvements and directly informs our Board's decisions.



Nicki Kirkup

Head of Communications and Engagement

Action	Delivery date	Measurement	ES	VFM	SI
5a. Establish mechanisms to systematically capture, track, and report customer driven changes	2027	Customer Engagement report submitted to Customer Committee and NCHA Board quarterly			
5b. Strengthen our communication channels to create a clear feedback loop that shows customers how their insight and voice influence service changes and Board decisions	2031	86% of renters and 80% of home owners are satisfied that we keep them informed about things that matter to them			
5c. Create structured opportunities for our Board to hear and understand the customer voice directly, strengthening insight led governance	2027	Board attendance at 50% of corporate / customer events			



It's an exciting moment for customer engagement. Customers now have more ways than ever to get involved and influence change, and we want to show them when that happens. But we also want to go further - showing not just what we did, but the difference it made. It's not just 'you said, we did' - it's 'you said, we did... and here's the impact.' Real progress is about demonstrating meaningful change.

























6

Creating safe and thriving communities

We'll create and manage communities where people feel safe, supported and empowered to live comfortable, fulfilling lives.



Action	Delivery date	Measurement	ES	VFM	SI
6a. Strengthen partnerships with Local Authorities to better influence local lettings plans	2028	Local lettings plans in place for all new developments with more than 35 homes.			
6b. Strengthen community cohesion on new estates through the establishment of formal, collaborative cross-departmental working practices	2028	Develop and implement community on-boarding framework for new NCHA customers			
6c. Work with customers to design and embed neighbourhood plans for estates with more than 30 homes	2031	29.9 ASB cases and 0.8 ASB cases involving hate incidents opened per 1000 homes			
6d. Identify and partner with agencies to support neighbourhood plan initiatives	2031	80% of renters and 70% of home owners believe we make a positive contribution to the neighbourhood			
6e. Review our customer and community support services in order to respond to emerging societal challenges and create real impact	2031	87% of renters and 80% of home owners believe we treat them fairly and with respect			
6f. Create community safety partnership plans to address wider anti-social behaviour issues such as criminality, county lines and hate crime	2031	78% of renters and 64.6% of home owners are satisfied with our approach to handling ASB			
6g. Transform our income collection, money and fuel poverty support services by embracing new technologies and ways of working	2029	12% of customers report improvement in managing financially via HACT reporting			
6h. Ensure we have the processes and policies in place to fully comply with the Renters' Rights Act 2025	2027	Compliance with Renters' Right Act 2025			



Customer-led decisions

This strategy highlights how customer voices influence our work and the decisions we make. Our Customer Engagement Framework shows how we make this happen in practice.



To deliver services that truly meet people's needs, we must have a clear and strategic approach to hearing from our customers. Their insight, lived experience and feelings should guide our services and decisions at every level of the organisation. By embedding customer voice into our governance, we're making sure that their influence is not only recognised but acted upon.

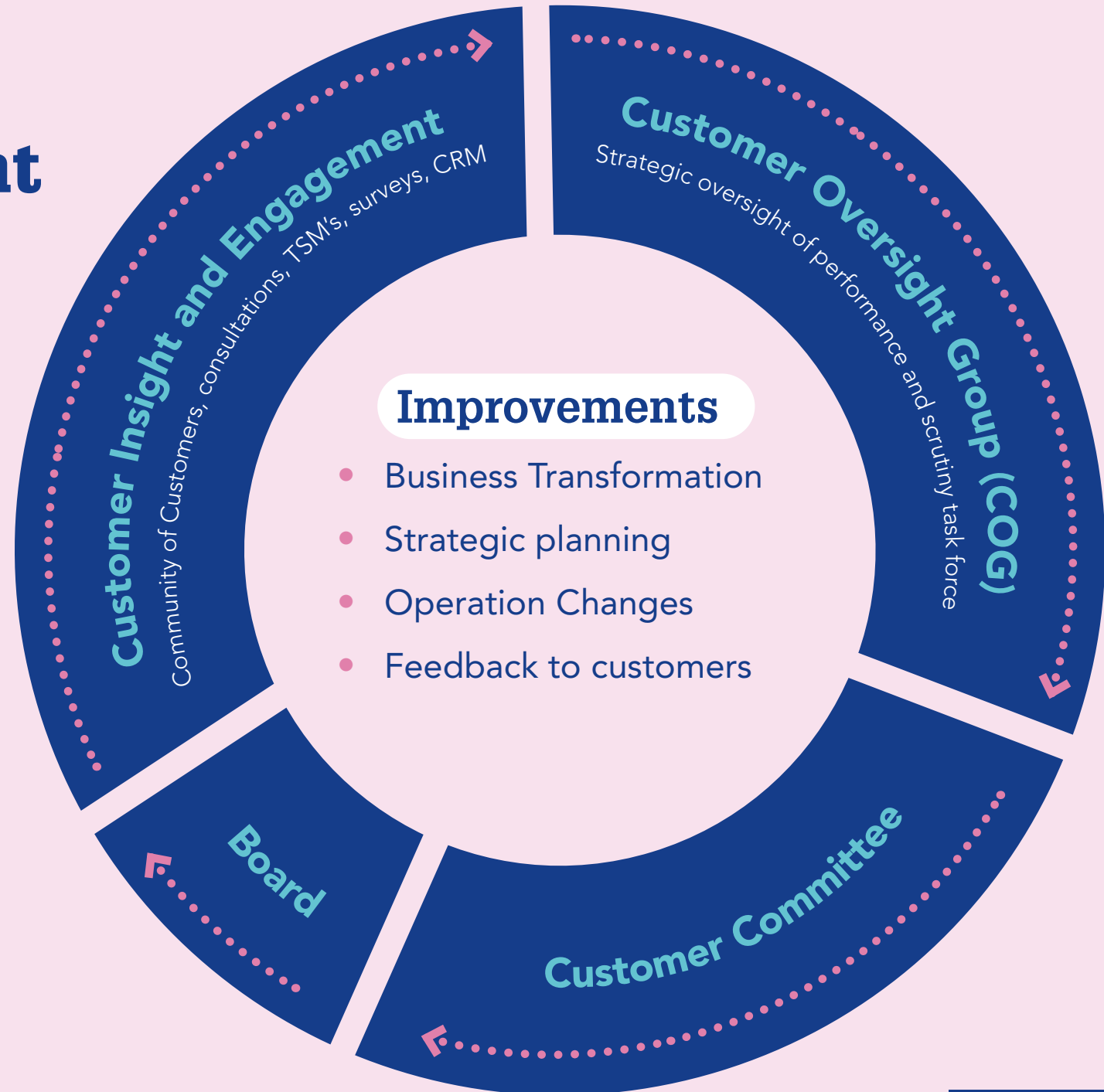


Guy Stovold

Assistant Director of Homes and Wellbeing

Customer Engagement

Hearing the voice of our customers



The delivery of **Our Customers** Strategy is supported by our other core strategies:

- **Our Growth and Sustainability**
- **Our Places**
- **Our People and Business**

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An electronic version of this report can be found on our website, www.ncha.org.uk.

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