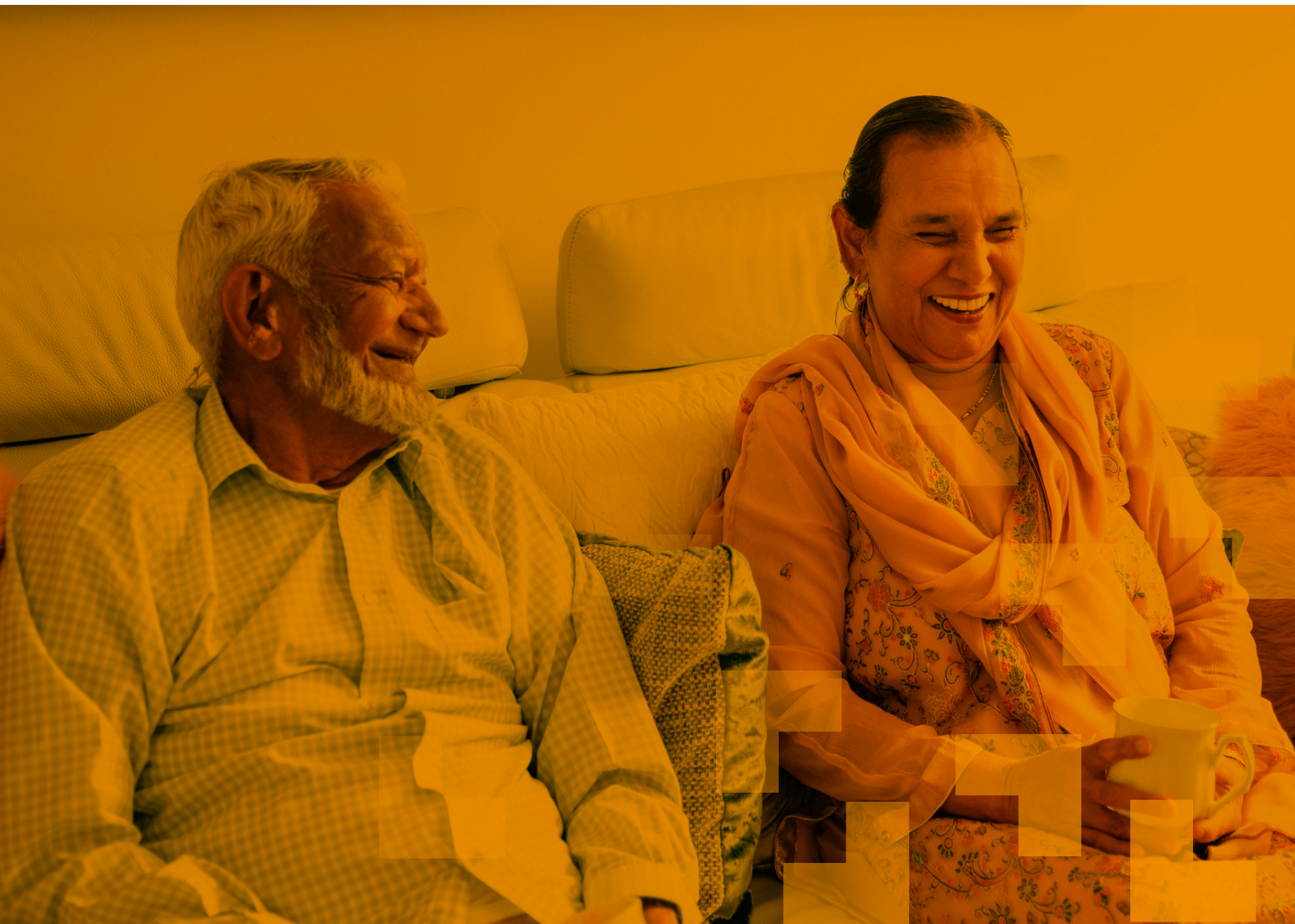
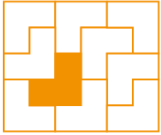


Customer experience

Homes and Wellbeing promise 2022 - 2027

Date of issue: October 2023





The Customer Experience (CX) department 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

We will deliver an exceptional customer experience with imagination, care and compassion. The CX team will be accountable for contact and experience within a non-care setting, meeting needs and exceeding expectations.

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 three new '**Business Delivery Strategies**', which are relevant to all departments. These are:

- **Environmental Sustainability Strategy**
- **Social Impact Strategy**
- **Value for Money Strategy.**

The **Environmental Sustainability Strategy** sets out ambitious targets that will enable NCHA to reach net zero carbon emissions, improve natural environments and reduce fuel poverty for our customers.

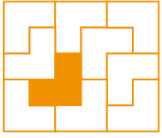
The **Social Impact Strategy** commits NCHA to getting better at measuring the positive impact we have on people's lives, and then using what we learn to focus our money and time on the things that have the biggest impact.

The **Value for Money Strategy** is arranged around three key concepts:

- Economy, which means buying things as cheaply as possible, which will mainly be achieved through improved corporate procurement practices and loan agreements.
- Efficiency, which means getting the most out of our resources, and
- Effectiveness, which means providing high quality services that meet people's needs and expectations.

Taken together, these new 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 the three business delivery strategies, this plan sets out our ambition for customer experience for the next five years.



Opportunities for improvement

We reviewed the CX department's approach to managing customer contact with opportunities for large-scale improvements. The result was a department-wide change programme to improve service delivery and the customer experience. Delivered in partnership with colleagues across NCHA, we used this programme to develop a new purpose, vision, goals and objectives (PVGO) for the CX department. This will enable us to ensure we're always striving to deliver right first time.

Organisational approach

Historically, customer-facing colleagues have been separated by geography and department creating inconsistent ways of working. Therefore, we restructured the teams to combine them into one department with a shared PVGO and more frictionless processes.

Technology

Existing technologies weren't delivering the ROI needed to drive real change in CX. As a result, we reviewed existing systems to develop ways to better manage customer contact and ensure information is consistent across different systems.

Whether customers contact us via phone, email or live chat, we want it to be simple. We partnered with Puzzel to implement a cloud-based, unified contact centre solution. Consolidating contact into one system ensures that we can deliver a consistent customer experience.

Additionally, we've transformed My NCHA, our online portal for customers. Previously, the platform offered limited functionality, an unappealing user experience and it wasn't accessible across different devices. My NCHA has since been renewed to be more accessible, user-friendly and empower customers to complete more tasks online.

Contact vs. experience

We needed to move our focus from "customer contact" to that of "customer experience". This includes increasing our accountability and oversight on the customer experience. Better partnership working with colleagues across NCHA is required to map the full customer experience and ensure we're delivering a great service.

Meeting changing customer expectations

We operate across various regions in the East Midlands supporting customers with diverse needs. When compared with other services (e.g. banking, utilities and telecoms) customers have come to expect us to resolve issues at the first point of contact and respond to changing needs. Therefore, we need to improve our ability to adapt to evolving customer expectations. For example, how can we better manage translation requests from customers from diverse backgrounds? Part of this work is being addressed in a project specifically designed to encourage customers to tell us about their additional needs.

Customer satisfaction

We need to redefine the way we manage customer feedback and satisfaction. Increasing expectations requires housing providers to improve their approach to learning lessons from complaints and ensuring that when something goes wrong, organisations act decisively to rectify the issue and restore confidence. Additionally, we're improving our approach to managing customer feedback, through the Customer Insight project, utilising immediate feedback from customers to improve service delivery.

Key stats from the Customer Experience department

Since the Customer Experience change programme began in 2021, we've seen marked improvements in the service we're providing to customers.

Take a look at the key stats below...

In the year 2022/23, our Customer Wellbeing team answered

207,196 calls.

We continue to see huge demand for the support our service provides.

This year, we've received over **3000 survey** responses with 88% of customers stating they were satisfied with the service our teams provided.

We're meeting our goal of achieving a **25% channel shift** from telephone and email, by increasing the number of customers using My NCHA.



Future objectives

Our passion for great customer service drive us to implement strategies that enable us to meet and exceed customer expectations.

1. Consistency in the customer experience:

- o Ensure a consistent customer experience is delivered throughout NCHA.
- o Identify opportunities to utilise contact technology where a customer is served.
- o Use external benchmarking and research to identify best-in-class service structures and delivery models.

2. Meeting changing customer expectations:

- o Improve our recording of customers' needs to adapt services where required.
- o Utilise the Tenant Satisfaction Measures as an opportunity to improve service delivery.
- o Continue to develop partnerships with other housing associations to share best practice.

3. Customer Insight Project:

- o Ensure delivery of the project's technology, service and people components.
- o Maximise the voice of the customer (VoC) to inform wholesale business change.
- o Improve accountability around the business in terms of complaints management and resolution.
- o Deliver a feedback loop/mechanism to assure customers and stakeholders of improvements following insight.

4. Maximise our technology capabilities:

- o Work with our technology partners supply chain to unlock unrealised potential in existing products.
- o Explore opportunities to improve efficiency via new technologies.



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

Martin Ebner, Head of Customer Experience