

Responsible Executive Director - Operations	Customer Strategy 2024-27	
Section Operations	Updated: May 2024	

1 Aim

In 2024 we saw the launch of a new era of housing regulation. This new regulatory framework builds on the need to ensure that all housing providers are placing customer service and consumer rights at the heart of their approach. This Strategy outlines how we will continue to drive high levels of customer satisfaction within this new context in 2024-27. This Strategy directly supports delivery of our 2023-26 Corporate Plan in terms of evolving to ensure we provide Good Quality Homes, deliver Reliable Landlord Services and provide appropriate Support and Advice. In terms of objectives within the 2024-25 Annual Plan, this Strategy supports the delivery of a number of Key Performance Indicators and annual outcomes. The aim of this Strategy is also to meet the priorities identified by customer within the annual survey and this is cross-referenced for year one, as well as two and three.

2 Vision

We provide good quality homes, reliable landlord services and support and advice.

3 Values

We Work Together We Make Things Better We Do The Right Thing

4 Equality, Diversity and Inclusion

At Rooftop we are committed to creating and sustaining a positive and inclusive environment achieving positive outcomes for potential and existing customers, our colleagues and the wider community. Our commitments to our customers and colleagues focus on leadership and governance and are detailed in our Equality, Diversity and Inclusion (EDI) Strategy and supported by an annual action plan.

5 Customer and/or Community Engagement/Involvement

Trust and a sense of fairness sits at the heart of customer satisfaction, as set out in our commitment to the National Housing Federation Together with Tenants Charter. Ensuring trust and fairness for our customers is dependent on three core principles:

1. Getting the basic product and service offer in line with customers' expectations.
2. Consistent quality and reliability in service delivery, most notably repairs.
3. Communicating clearly, respectfully and in a timely way.

Whilst customer satisfaction has always been our core focus at Rooftop, the economic conditions, wider growing regulatory requirements for building safety, and new consumer standards create a significant challenge to meeting all the needs and expectations of an increasingly diverse customer base within our constrained resources.

To support us to make difficult decisions about our customer priorities in this context, we have spent the last three years listening to our customers on a monthly basis and through the annual survey, whilst driving a focus on core landlord functions through our Target Operating Model work.

Alongside our previous customer Strategy, we:

1. Implemented the first stage of our new Target Operating Model in 2022-23 – leading to a more streamlined business which is more focused and structured on core landlord functions.
2. Worked with Tenant Participation Advisor Service (Tpas) to review our approach to customer engagement to help us to build a new Customer Influencing Framework to support the enhanced focus on consumer regulation, and refreshing our household customer data, to better understand needs at a household level.
3. Created a new model of customer complaint handling which has resulted in 100% compliance against the Housing Ombudsman Complaints Handling Code since its launch in March 2024.

We know we can leverage our strengths to become a high performing C1 organisation in the lifetime of this Strategy.

6 Locality

We have always placed localism at the heart of our model, we are already strongly embedded in our communities. This Strategy includes an early commitment to refine and capture this ethos and approach in a formal 'Locality' model in the first year. This will include the aspirations and commitments previously contained within our separate Community Investment Strategy, in what is an era of increased demand for core services and much more constrained resources. Furthermore, our Income, Repairs and Neighbourhood Housing Officers are all allocated an individual patch so that they can get to know the people and properties in each area.

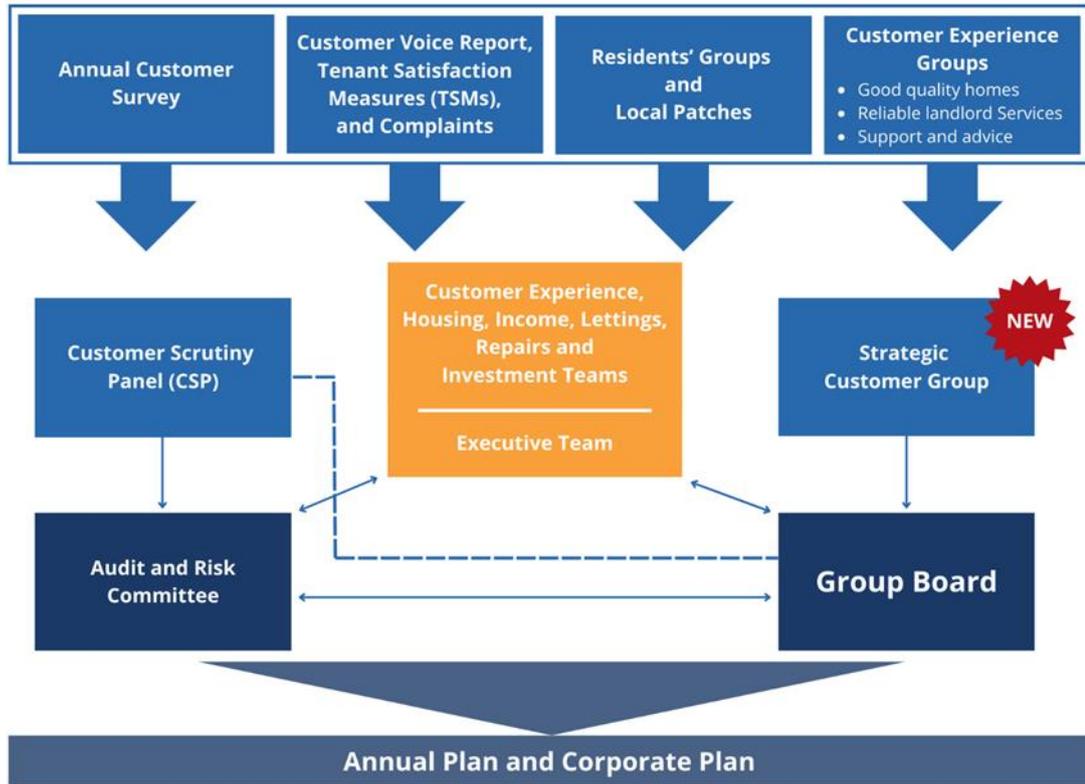
7 Customer Influencing Framework

Our work with Tpas over the last year has built on our existing wide range of ways of ensuring we get feedback from customers. These include a monthly report on customer satisfaction; a detailed 'Customer Voice' report, including complaints and what we are learning which goes to every Group Board meeting; our Customer Scrutiny Panel; as well as many other types of local engagement, for example, meeting with the resident associations and groups within our Older Persons Service.

We know that we need to do more to listen and act on customer experiences. As a result, we have enhanced our existing engagement mechanisms and set up three Customer Experience Groups focused on Reliable Landlord Services, Good Quality Homes and Support and Advice. The first meetings were held in March 2024 and will meet quarterly from now on. We also have a Rooftop customer joining a new Platform Property Care customer group to focus on repairs and planned maintenance.

Finally, we are now working on new customer group that will report to the Group Board to influence the strategic direction we take. Prior to this customer voice was heard and continues to be heard at Board level however this further step will further enhance its focus. One of the key actions of the first two quarters of this Strategy will be to agree the detail of how it will work and publicise how customers can get involved.

This is how our Customer Influencing Framework informs our Strategy and governance:



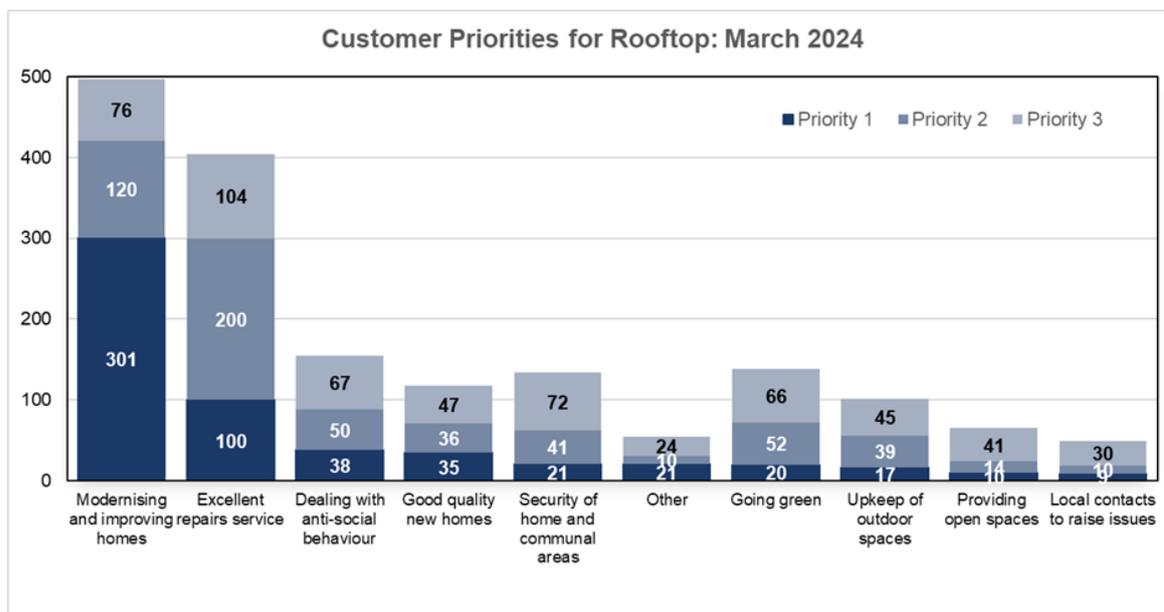
8 Tenant Satisfaction Measures and Customer Priorities

We know that our approach is already supporting good levels of satisfaction in many areas. Our Tenant Satisfaction Measures (TSM) performance generally places us above the benchmark with our peers.

We also know we have room for improvement and TSM results will form part of our consideration of where we prioritise our focus. When analysing individual customer feedback from our TSM process, we can see that it reinforces what our annual customer survey tells us about their priorities.

Customers have been consistent in telling us what matters most to them in three annual surveys in 2022, 2023 and 2024. The top three are detailed below and linked to our Strategy objectives.

1. Modernising and improving homes.
2. Excellent repairs service – particularly the time it takes to complete a repair.
3. Dealing with Anti-Social Behaviour.



This Strategy aims to set high-level priorities to support improvement in these areas, through releasing additional investment, developing our culture, improving processes, and creating a new vision for our repairs service.

9 Product and Service Specifications

Getting our product right for the current needs of customers is a foundational principle of effective service and strong satisfaction. We know that the market for some of our products has changed significantly in the last few years, an example of this is our Retirement Living and Extra Care schemes. Our care and supported housing portfolio are experiencing low demand for several reasons related to wider barriers in the housing system. We can see we need to take a new approach with these assets to refresh their relevance to our customers and their needs and expectations.

10 Channel Strategy

During 2023-24, we also started to segment our customers to better understand their communication preferences, core life stage preferences, and aspirations. This has helped us to start to think about the most effective messaging and the channel Strategy that will best support the different expectations of varying household types. Given the highly personal nature of social housing, we believe from this insight that the complexity of our service offer requires a broad channel Strategy, which gives each customer the right channel at the right time, rather than a pure focus on being a 'digital first' organisation.

Chart 1: An overview of the working generations

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women.	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-operated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Corbinchiv Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Glastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Rooftop	10%	25.5%	27.3%	25.2	5.8%
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adapters	Digital Immigrants	Digital Natives	"Technoholics" — entirely dependent on IT, limited group of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations, not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 E-mail and text message	 Text or social media	 Hand held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally crowd-sourced

11 Our Vision

Given this context, during 2023 we led a strategic conversation with our Board about our future organisational vision and model of service. The expectations of our customers are that we provide Value for Money (VFM), show we care, and provide a quality base service. To help us frame these service principles and standards and make this real for customers and colleagues, we have termed this as the vision of becoming a best in class, reliable, caring, VFM brand which balances affordability with quality to ensure the trust of customers.

Following Board discussion, we will need to consult with customers on the detail of this vision. As we develop the service more over the next 12 months, we may also see these evolve through new sources of customer insight that will come through our new Customer Influencing Framework.

The 'caring' values of this model are a core part of our future aspirations. We developed the We Care 2 colleague training programme in Q4 2023-24 and it will be rolled out in Q1 of this year. This programme focuses on the experience that our colleagues give customers within services, with a focus on tone of voice, empathy and diversity.

Finally, we started to bring the 'reliable' model of service provision to life through a programme of process reviews to ensure that our services prioritise achieving customers' expectations as quickly and efficiently as possible.

As we move into the next three years, we will focus on bringing these principles to life at scale. Given the ongoing financial constraints, we will choose to focus on the areas of service that have most impact on overall customer experience.

12 Our high-level actions in 2024-25 will include:

1. Outlining our service model, creating the future vision for our repairs service, confirming our 'Locality Model' by Q2 ready for customer consultation and engagement.

Customer Priority 2 and 4 – Excellent repairs service and Good quality homes.

2. Creating our short-term technology systems, process, and data review roadmap by Q2, this will focus on driving an improved customer experience in repairs, asset investment, income collection, lettings, and Anti-Social Behaviour (ASB).
Customer Priority 1 – 4 – Modernising and improving our homes, Excellent repairs service, Good quality homes and Dealing with ASB.
3. Fully implementing priority recommendations from the Tpas review including our Customer Influencing Framework and Strategic Customer Group by Q3, whilst continuing to focus on enhancing customer communication.
Customer Priority 10 – Local contacts to raise issues.
4. Completing our work on a new Service Standards and Customer Handbook in Q2 to set out customer rights and responsibilities and assist in managing expectations ready for consultation and engagement
Customer Priority 1 – 4 – Modernising and improving our homes, Excellent repairs service, Good quality homes and Dealing with ASB.
5. Completing a review of call handling in Q2 to enhance call handling and implementing any changes to people and structures within the financial year.
Customer Priority 2 – Excellent repairs service.
6. Launching our new complaints learning framework to ensure we continually identify and apply learning from customer feedback.
Customer Priority 1 – 4 – Modernising and improving our homes, Excellent repairs service, Good quality homes and Dealing with ASB.

13 Years two and three

The detailed actions for years two and three will be a core outcome from the design stage of the Target Operating Model and technology Strategy. These will be developed within a funded business plan for 2025-26 with a focus on:

1. Creating the longer-term technology, systems (QL, app and portal) and the golden data roadmap to enable the realisation of the channel Strategy needed to improve efficiency and effectiveness of service delivery for our customers.
Customer Priority 1 – 4 – Modernising and improving our homes, Excellent repairs service, Good quality homes and Dealing with ASB.
2. Developing and implementing a new People and Leadership Strategy to support our aspirations for professionalism and customer focus as the core of our culture.
3. Reviewing our broad product offering, with a focus on our supported housing portfolio to ensure it remains relevant to the current needs and aspirations of our customers.
Customer Priority 4 – Good quality homes.

14 Targets

This Strategy is designed to support achievement of the following 10 targets:

1. 82% satisfaction with landlord services.
2. 85% satisfaction with responsive repairs.
3. 85% satisfaction with lettings.
4. 90% satisfaction with programmed works.
5. TSM score of 90% for 'treat tenants fairly and with respect'.
6. TSM score of 80% for keeping 'tenants informed'.
7. TSM score of 70% for 'listening and responding to views'.

8. 85% compliance with complaint timescales and 50% satisfaction with complaint handling.
9. 90% accuracy for customer data.
10. Achieve an average call waiting time of three minutes.

As advised to the Board in January 2024, we are moving to a blended phone and digital survey methodology for 2024-25. Data suggests that this will result in decrease of c10% in satisfaction score. Therefore, for this year we will report the overall score, as well the telephone survey only scores against which these targets are set. We will review future targets once we have sufficient 'blended' survey data.

15 Review

This Strategy will be reviewed every three years unless there are major changes in legislation or good practice. A report to the Board on progress will be made annually.

16 Appendix – Customer Strategy Three-year Action Plan

Customer Strategy Three-year Action Plan

Ref	Key Action	Target/Outcome	Y1	Y2	Y3	Lead
1	Designing our service model, creating the future vision for our repairs service, confirming our 'Locality Model' by Q2.	Service model outlined that identifies at service level the look and feel of service delivery from colleague and customer perspective Vision for our repairs service. Local Model outlined and operationalised.	x			EDO
2	Creating our short-term technology systems, process, and data review roadmap by Q2, with a focus on defining and driving improved customer experience in repairs, asset investment, income collection, lettings, and Anti-Social Behaviour.	Roadmap identified for technology, systems, processes and golden data that includes app and portal development.	x			HoDICT, EDR and EDO
3	Fully implementing priority recommendations from the Tpas review including our Customer Influencing Framework and Strategic Customer Group by Q3, whilst continuing to focus on enhancing customer communication.	All Tpas recommendations are implemented and enhanced influencing framework is complete.	x			EDO
4	Completing our work on a new Customer Handbook and Service Standards in Q1 to set out customer rights and responsibilities for launch in Q4.	New customer handbook and service standards completed with mobilisation plan for Q4 that outlines fully rights and responsibilities.	x			CEM and EDO

Ref	Key Action	Target/Outcome	Y1	Y2	Y3	Lead
5	Completing a review of call handling in Q2 and implementing any changes to people and structures within the financial year.	Call handling review complete with recommendations for new model that will enhance our call handling and provide improved customer experience.	x			EDO
6	Launching our new learning framework to ensure continuous improvement through learning from customer feedback.	New learning framework fully operational producing meaningful feedback on learning and service improvements.	x			EDO
7	Creating the longer-term technology, systems (QL, app and portal) and the golden data roadmap to enable the realisation of the channel Strategy needed to improve efficiency and effectiveness of service delivery for our customers.	QL, app, portal and the golden data all support efficiency and effectiveness in service delivery.		x		EDO/EDR
8	Developing and implementing a new People and Leadership Strategy to support our aspirations for professionalism and customer focus as the core of our culture.	New People and Leadership Strategy.		x		EDR
9	Review our broad product offering, with a focus on our supported housing portfolio to ensure it remains relevant to the current needs and aspirations of our customers.	Retirement living service offer including scheme refurbishment to be appraised. Wider review of product offer working alongside our customers			x	EDO/EDI