



# Customer Engagement Strategy

2024 - 2027



Incorporating our  
8 STAR Strategies

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# Welcome to our Customer Engagement Strategy

## Introduction

**Welcome to our Customer Engagement Strategy. Here we set out our key objectives for the next three years; demonstrating how we'll work in partnership with our customers to improve our services and raise the quality of our neighbourhoods.**

It's important our customers know they have a voice, and trust we listen to them, both as individuals and as a group. We understand that our customers' experience of STAR is largely positive but can always be improved. That's why we've made a commitment to increase engagement; giving customers more opportunities to offer valuable feedback that we can use to develop and enhance our service. We aim to strengthen how we measure and share the impact of our customers' opinions in all areas such as decision-making, improving services, and holding us to account.

We're starting from a good place. 82% of our residents are satisfied with our services, and 89% feel that we treat them with dignity and respect.

Fewer customers though, just 73%, feel as though we listen to their views and take direct action. To move forward, we've set a goal to increase the level of people who feel we listen and act to 80%.



We also believe the traditional ways that social landlords have engaged with customers, particularly since the pandemic, need updating. The appetite for customer engagement has grown, with new regulations shining a spotlight in this area. Single issue consultations and evolving online engagement technology is increasing the methods and ease with which customers can access us; encouraging more people to share their views.

# Introduction

Our customers want greater control over how they engage, when they engage and what they talk about. In sharing their views and answering questions, residents have supported us creating this strategy. Their valuable feedback was key to shaping the priorities and themes sitting at the heart of it. The framework we've established as a result will enable us to deliver a modern engagement service, where customers take centre stage in driving improvement and delivering high quality housing services.

Our goals for the next three years lie in five key areas. We'll focus on improving how we engage with our customers strategically, locally and individually. We'll make sure our approach is inclusive and accessible, celebrating and sharing the impact our customers have. Getting this strategy right is critical, as it underpins everything we do in working towards achieving a vibrant customer-driven Corporate Plan.

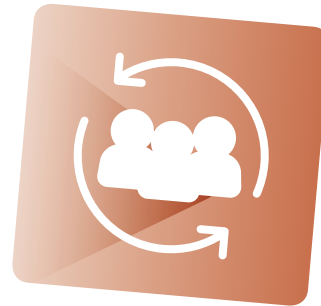




"Our customers want greater control over how they engage, when they engage and what they talk about."

## Aims

# Strategic engagement



### Our aim

**To create more opportunities and provide more support for customers to have a voice and an impact at a strategic level within STAR, so that we better understand our customers' needs and lived experiences.**

Customers should play a bigger role in decision-making, holding us to account and working with us to shape the future of STAR is vital. They are intrinsic in helping us set the business strategy, shape our policies and ways of working, as well as monitoring our performance and supporting senior management.

For STAR, strategic engagement is about customers working in partnership with us to improve STAR Housing, on behalf of all residents and communities. We've already welcomed customers onto our Board and we've identified further opportunities for them to be involved across the organisation. Through the lifetime of this strategy, we aim to significantly increase the number customers feeding back and directing the future of STAR.

### How we'll achieve this:

- ▶ Launch the new customer-chaired Customer Scrutiny Panel
- ▶ Create themed in-person and online engagement opportunities for residents to share and change what matters to them
- ▶ Empower and support our Scrutiny Panel to conduct at least three full-service scrutiny reviews a year
- ▶ Work with customers to co-design frontline services
- ▶ Develop access and training programmes to encourage and enable residents to become involved in strategic issues and hold us to account
- ▶ Increase reporting on customer engagement and the 'voice of the customer' at Board level and through formal governance
- ▶ Improve ways for customers to engage online in our business strategy activities, so that we can increase engagement without impacting on existing work and home commitments
- ▶ Improve communication for customers to keep up-to-date on the impact customers are having on STAR

## Aims

# Strategic engagement

### We'll measure success by:

- ▶ Use Tenant Satisfaction Measurement survey results to monitor customer satisfaction rates of engagement and resultant action
- ▶ Establishing customer ownership of the Scrutiny Panel, including appointing a Chair and connecting with the Customer Committee by summer 2024
- ▶ Holding at least 9 scrutiny reviews over the next three years to highlight areas of improvement and measure progress
- ▶ Developing a customer training programme for engaged residents, delivered to at least 20 residents by spring 2027



## Aims

# Local engagement



### Our aim

**Create more opportunities to work with customers locally in their neighbourhood, creating excellent places to live.**

We know that local matters are important. In recent years we've had great success working with customers, and there are opportunities to achieve even more. Our customers have told us they want to be involved in more local events, neighbourhood inspections and other local activities. We're aiming to create more formal and regular ways for customers to be involved at a local level.

This aim links and supports our Neighbourhood and Community Strategy, which outlines what improvements we will make to our communities. The customer engagement strategy will ensure we do that in working alongside our customers and communities.

### How we'll achieve this:

- ▶ Ensure our neighbourhood inspections are well promoted and enable customers to give us their views about where they live

- ▶ Invest in our local neighbourhood teams to increase resources and enable us to involve more local people
- ▶ Develop new and more varied ways to communicate and keep customers updated on what's happening in their area
- ▶ Work with partners and local organisations to respond to local needs and develop rolling plans to run community events

### How we'll measure success:

- ▶ Report and act on the engagement levels with our new communication system to ensure it's successful in enabling staff to update customers quickly and easily on local issues as they happen by summer 2025
- ▶ Monitor neighbourhood inspections, aiming to grow customer input to at least 30% of inspections by summer 2026
- ▶ Track customer engagement through at least 8 community events each year



## Aims

# Individual engagement



### Our aim

**Give all customers more opportunities to provide regular, simple feedback on day-to-day services, to ensure everyone feels they have a voice and increase our understanding of our customers' lived experience.**

We recognise that not everyone wants to, nor has the time to get involved. This shouldn't mean that customers don't have a voice.

We are committed to putting measures in place so that our customers inform and shape our future organisation. Through this strategy we will increase and make easier the ways in which customers can contact us to tell us what they think of our services.

### How we'll achieve this:

- ▶ Introduce a wider range of tools to ask customers' views about our services, in real-time
- ▶ Provide 'always on' options for customers to give us feedback on any issue, whether it's about services or where they live
- ▶ Improve how we listen and learn from complaints and feedback that tells us when something's gone wrong

### How we'll measure success:

- ▶ Gather at least 5,000 individual pieces of customer feedback during the lifetime of this strategy
- ▶ We'll demonstrate how we've improved our services through regular 'You Said We Listened' STAR Housing statements on our website and social media from summer 2024
- ▶ Develop new ways for customers to regularly 'rate the service from STAR Housing or our partners' by spring 2025 and ensure this feedback is acted upon

## Aims

# Inclusivity

### Our aim

**Ensure all our customers feel welcome and supported in providing their views and are happy to engage with STAR regardless of barriers or challenges.**

We know our customer base is diverse. Our aim is to ensure that everyone feels welcome to participate and engage, whether it's through STAR, with our partners or other customers.

We'll ensure our communication and engagement culture is open and inclusive. From research, we know 50% of customers who've expressed an interest in being involved have also identified barriers and challenges. These range from a lack of childcare or time available to health and care needs. Through this strategy we aim to reduce as many of these barriers as possible and enable more customers to be involved.



### How we'll achieve this:

- ▶ Review our communication and support options that encourage residents to be involved
- ▶ Introduce digital technology to support those who have little time and/or can't travel
- ▶ Design opportunities for customers to engage 24/7
- ▶ Review and update our Reasonable Adjustments policy to ensure it fully considers engagement opportunities
- ▶ Consult with sector and engagement experts to develop engagement opportunities for hard-to-reach communities
- ▶ Ensure our engagement communications and promotions celebrate diversity and inclusion



## Aims

# Inclusivity

### How we'll measure success:

- ▶ Growing the number of residents engaged with STAR annually by at least 10% from spring 2024
- ▶ An annual engaged customer profile report will be issued to the Board for consideration from autumn 2024
- ▶ Achieving an external engagement accreditation such as TPAS by the end of 2025
- ▶ Updating our Equality Diversity and Inclusion policy by spring 2025
- ▶ Establishing at least one new engagement group that supports under-represented customers by summer 2025
- ▶ Gain a satisfaction rate of over 80% from involved customers regarding their experience of being engaged with STAR by spring 2026



## Aims

# Impact and value for money



### Our aim

**Ensure customers can clearly see the impact and influence that they have on the direction of the business and the improvement in the services we deliver.**

Engagement is far more than a tick box exercise at STAR. Meaningful engagement is rewarding and impactful, it strengthens the relationship between STAR and our customers.

We're committed to listening and acting on feedback and working with customers to improve services.

Throughout this strategy we will clearly demonstrate how customer engagement positively influences our service design and delivery, in a way that encourages meaningful and increasing levels of participation.

### How we'll achieve this:

- ▶ Developing effective, clear and accessible communication and promotion of engagement opportunities that reaches our entire customer base
- ▶ Introduce new, effective monitoring of engagement activity, improvement projects and resulting initiatives
- ▶ Introduce a more effective and regular 'You Said, We Did' approach to sharing service delivery improvement
- ▶ Annually report on our success previous year engagement activities to our Customer Committee, Board, the Council and our customer base
- ▶ Undertake value-for-money assessments on every engagement programme to understand how we can shape future activities to maximise our investment
- ▶ Involve customers in our procurement and contract management activities
- ▶ Develop standard toolkits and resources for staff across the business to carry out customer engagement activities consistently, efficiently and to a high quality

## Aims

# Impact and value for money

### How we'll measure success:

- ▶ Scrutinise annually Tenant Satisfaction Measurement results, focusing on whether customers feel they've been listened too and act on feedback
- ▶ Secure at least £75k for customer engagement activities from external organisations by the end of the strategy
- ▶ Create a framework by the end of 2024 on how customers will be involved in key value-for-money activities such as procurement
- ▶ Create of a customer engagement tool kit for staff by spring 2025
- ▶ Track the cost per engaged resident through the lifetime of the strategy
- ▶ Produce an annual report on engagement and influence that reaches over 50% of our customer base



## STAR Strategies

Our STAR Strategies that specifically outline our objectives in key areas of our organisation, can be found and downloaded from the website at [starhousing.org.uk](http://starhousing.org.uk)

-  Homes and Asset Management
-  Customer Engagement
-  Development and Investment
-  IT and Business Transformation
-  People
-  Finance, Governance and Risk
-  Neighbourhood and Community
-  Customer Care

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Delivering vibrant communities in a changing world



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