

## **Customer Engagement Strategy**

### **1 Introduction/Background**

- 1.1 The Housing (Scotland) Act 2001 gives all tenants the right to be consulted about any proposals to make changes to any policies, procedures or service standards in relation to housing management and repairs and maintenance issues.
- 1.2 Good practice guidance also encourages housing providers to involve tenants and other service users as widely as possible in the developing services and making decisions that affect service provision.
- 1.3 Finally, there is an expectation that landlords will include tenants in arrangements for monitoring performance ('Tenant Scrutiny').
- 1.4 The Scottish Social Housing Charter ('the Charter') has specific requirements in respect of customer engagement:

- **Participation**

Social landlords manage their businesses so that:

Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

- **Communication**

Social landlords manage their businesses so that:

Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

### **2 Aims and Objectives**

- 2.1 Manor Estates remains committed to complying with legislative requirements, good practice and the requirements of the Charter in respect of tenant involvement. The aim of this Strategy is to ensure that all tenants (and other customers) are given the opportunity to participate effectively in the work of the Association, leading to increased levels of tenant satisfaction and improved services.
- 2.2 Key objectives that will assist us to achieve this aim are listed below:

#### **Communication**

- Provide good quality information about the Association and the services we provide to both tenants and other customers
- Tailor how we communicate with individual tenants to meet their specific preferences
- Develop our use of our website and the range of other social media platforms

#### **Consultation**

- Further review our consultation guidelines and seek to improve tenant participation in consultations
- Give appropriate feedback to tenants when they have taken part in consultations
- Further promote the use of on-line participation, including the website, Facebook, Twitter and other social media
- Further develop the Armchair Panel and promote membership
- Include other customers in consultation exercises where they may be affected by the issue under consideration

#### **Governance**

- Encourage and support tenants who wish to form informal or formal residents' groups
- Promote membership of the Association
- Provide regular updates on the work of the Board and encourage tenants who are interested to consider membership

### **3 Action Plan**

3.1 The proposed activities for 2020/21 are detailed in the Action Plan in Appendix 1. The Action Plan will be updated on an annual basis.

### **4 General**

4.1 The implementation of this Strategy is not the responsibility of one department or officer, rather all staff are responsible for complying with the aims and principles outlined. Specifically, in all interactions with tenants and other customers, all staff must:

- Respond timeously to requests for information or explain reasons for delay;
- Ensure that where tenants have been consulted about an issue, that they are given appropriate feedback

### **5 Monitoring**

5.1 The Neighbourhood Services Director is responsible for monitoring and reporting on the outcomes of this Strategy.

**CUSTOMER ENGAGEMENT STRATEGY  
ACTION PLAN 2020/21**

Issue	Method	Outcome	Timescale	Lead
<b>COMMUNICATION</b>				
Provide good quality information about the Association and the services we provide to both tenants and other customers	<ul style="list-style-type: none"> <li>▪ Tenant information pack and other information issued at sign-up</li> <li>▪ Quarterly newsletters</li> <li>▪ Local newsletters</li> <li>▪ Information on website</li> <li>▪ Customer portal</li> <li>▪ Text service</li> <li>▪ Bi-annual newsletter to owners</li> </ul>	<ul style="list-style-type: none"> <li>▪ New tenants aware of services available and opportunities to be involved</li> <li>▪ All tenants aware of recent activities</li> <li>▪ Information relevant to specific areas</li> <li>▪ Regular updates</li> <li>▪ Tenants and owners able to access services online</li> <li>▪ Immediate contact with customers</li> <li>▪ Information on services to owners</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Quarterly</li> <li>As required</li> <li>Ongoing</li> <li>Dependant on IT Strategy</li> <li>Ongoing</li> <li>Bi-annually</li> </ul>	<ul style="list-style-type: none"> <li>NHAs</li> <li>SNO</li> <li>NHOs</li> <li>NSD/SNO</li> <li>Corporate Services</li> <li>NHOs/NHAs</li> <li>AMRD</li> </ul>

<b>Issue</b>	<b>Method</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Lead</b>
Tailor how we communicate with individual tenants to meet their specific preferences	<ul style="list-style-type: none"> <li>▪ Use of language line and interpreters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tenants have access to information in their own language</li> </ul>	Ongoing	All staff
	<ul style="list-style-type: none"> <li>▪ Flag on system to indicate preferred contact method</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tenants receiving communication in preferred format</li> </ul>	Ongoing	All staff
Develop our use of the website and the range of other social media platforms	<ul style="list-style-type: none"> <li>▪ Include more news items about Association activity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tenants kept informed about what is going on in the Association</li> </ul>	Ongoing	SNO
	<ul style="list-style-type: none"> <li>▪ Increase use of Facebook, Twitter and Instagram</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved engagement with younger tenants</li> </ul>	Ongoing	SNO
	<ul style="list-style-type: none"> <li>▪ Trial Twitter open session with 'live chat'</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tenants have immediate response to queries raised by this method</li> </ul>	July to Sept 2020	SNO
General involvement/engagement with customers	<ul style="list-style-type: none"> <li>▪ Estate walkabouts involving tenants, owners and staff – pilot in one area during 2020/21</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customers have the opportunity to discuss issues directly with staff onsite and be involved in plans to address any issues</li> </ul>	Quarterly during 2020/21	NHO
Deliver services locally	<ul style="list-style-type: none"> <li>▪ Visits to individual tenants in their homes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tenants have access to services without leaving home</li> </ul>	Ongoing	NHO
		<ul style="list-style-type: none"> <li>▪ Tenants can access services in their local area</li> </ul>		NHOs

Issue	Method	Outcome	Timescale	Lead
	<ul style="list-style-type: none"> <li>▪ Make use of alternative venues for appointments – pilot in Niddrie</li> <li>▪ Arrange ‘stair’ meetings to enable residents to discuss issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Residents have opportunity to discuss issues and consider potential solutions</li> </ul>	<p>April to Sept 2020 (monthly)</p> <p>As required</p>	<p>NHOs (possibly with independent support)</p>
<b>CONSULTATION</b>				
Further review our consultation guidelines and seek to improve level of tenant participation in consultations	<ul style="list-style-type: none"> <li>▪ Use variety of methods to consult tenants</li> <li>▪ Establish consultation register</li> <li>▪ Consider use of focus groups to review specific issues – include as option when seeking to establish consultation register</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consult tenants using method that best suits them</li> <li>▪ Consultation with tenants in areas of specific interest to them</li> <li>▪ As above</li> </ul>	<p>Ongoing</p> <p>By September 2020</p> <p>By September 2020</p>	<p>NSD</p> <p>NSD/SNO</p> <p>NSD/SNO</p>
Give appropriate feedback to tenants when they have taken part in consultations	<ul style="list-style-type: none"> <li>▪ Where small numbers involved, direct feedback</li> <li>▪ Articles in newsletter and on website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tenants feel that their involvement has been valued and can see how they have influenced policy or decision</li> <li>▪ As above</li> </ul>	<p>As required</p>	<p>NSD</p>

Issue	Method	Outcome	Timescale	Lead
Further promote the use of on-line participation, including the website, Facebook, Twitter and other social media	<ul style="list-style-type: none"> <li>▪ Take account of views expressed by tenants re how they would like to be consulted</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tenants more likely to respond if method used to consult them is as chosen by them</li> </ul>	Ongoing – and will be linked to establishment of consultation register	NHO
Further develop the Armchair Panel and promote membership	<ul style="list-style-type: none"> <li>▪ Include article in newsletter with comments from current members</li> <li>▪ Promote to new tenants at sign-up</li> <li>▪ Promote to owners through bi-annual newsletters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Generate more interest by relating real experience</li> <li>▪ New tenants aware that this is an option for them to be involved</li> <li>▪ Owners are aware that this is an option for them to be involved</li> </ul>	Autumn newsletter  Ongoing  Bi-annually	NSD  NHAs  AMRD
Include other customers in consultation exercises where they may be affected by the issue under consideration	<ul style="list-style-type: none"> <li>▪ Invite owners to stair meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Owners have the same opportunity as tenants to discuss issues of concern</li> </ul>	As required	NHOs
Satisfaction surveys	<ul style="list-style-type: none"> <li>▪ Ensure issues emerging from Tenant Satisfaction Survey (2019) are included in appropriate work streams</li> <li>▪ Repair satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>▪ Issues raised by tenants are addressed</li> <li>▪ Issues of concern can be raised with the relevant contractor</li> </ul>	Ongoing  Ongoing	NSD/AMRD  AMRD

Issue	Method	Outcome	Timescale	Lead
	<ul style="list-style-type: none"> <li>▪ New tenant post-allocation visits within maximum of 6 weeks of tenancy start date</li> <li>▪ Follow-up new tenant visits around 6 months after tenancy start</li> <li>▪ Satisfaction survey re outcomes of Energy Advice Service</li> <li>▪ Satisfaction survey re Welfare Rights Service</li> <li>▪ Consider use of 'mystery shopping'</li> <li>▪ 3-yearly owners satisfaction survey to be issued</li> </ul>	<p>Where tenants have expressed dissatisfaction, receive direct feedback on outcome</p> <ul style="list-style-type: none"> <li>▪ Identify and give feedback to tenants on any issues of concern</li> <li>▪ Same opportunity as above but once tenancy more established</li> <li>▪ Identify and address any issues of concern Feedback to service provider</li> <li>▪ As above</li> <li>▪ Direct information about service quality</li> <li>▪ Asses satisfaction with the service, identify and address any issues of concern</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>April 2020</p> <p>Ongoing</p> <p>October 2020</p> <p>Quarter 2</p>	<p>NHOs</p> <p>NHOs</p> <p>NSD/SNO</p> <p>NSD/SNO</p> <p>NSD/SNO</p> <p>AMRD</p>

**GOVERNANCE**

<p>Encourage and support tenants who wish to form informal or formal residents' groups</p>	<ul style="list-style-type: none"> <li>▪ Ongoing support to RTO at Sutherland Street</li> <li>▪ Seek to develop and support residents' group at Greenlaw Rig</li> <li>▪ Seek to develop and support residents' group at Tressillian gardens</li> <li>▪ Respond to any requests for support from any residents wishing to set up an informal or formal group</li> </ul>	<ul style="list-style-type: none"> <li>▪ RTO remains engaged with the Association</li> <li>▪ Active group to promote and support use of community facilities</li> <li>▪ Active group to promote and support use of community facilities</li> <li>▪ Interested tenants are encouraged and supported</li> </ul>	<p>Ongoing</p> <p>Sept to Oct 2020, thereafter ongoing</p> <p>Jan to March 2021</p> <p>As required</p>	<p>NHOs</p> <p>NHOs</p> <p>NHOs</p> <p>NHOs</p>
<p>Promote membership of the Association</p>	<ul style="list-style-type: none"> <li>▪ Information provided at sign-up and discussed at post-allocation visits</li> <li>▪ Regular newsletter articles and information on website</li> <li>▪ Promote membership to owners via newsletters and re-sale packs</li> </ul>	<ul style="list-style-type: none"> <li>▪ New tenants are aware of membership</li> <li>▪ All tenants are reminded of membership opportunities</li> <li>▪ Owners are aware of membership opportunities</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>NHAs/NHOs</p> <p>NSD</p> <p>AMRD</p>
<p>Provide regular updates on the work of the Board and encourage</p>	<ul style="list-style-type: none"> <li>▪ Regular Board News articles in newsletter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tenants are aware of the issues being considered by the Board</li> </ul>	<p>Quarterly</p>	<p>NSD</p>



tenants who are interested to consider membership	<ul style="list-style-type: none"> <li>▪ Board minutes published on website</li> <li>▪ Information on becoming a Board member to be published annually in the newsletter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Any interested party can view minutes</li> <li>▪ Reminder to tenants about potential to join the Board</li> </ul>	Ongoing  Summer newsletter	NSD  NSD
<b>OTHER ACTIVITIES</b>				
Seek support from organisation such as TPAS to engage with tenants	<ul style="list-style-type: none"> <li>▪ Contact TPAS to discuss options</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alternative methods of engaging with tenants identified and planned</li> </ul>	By October 2020	NSD/SNO
Dependent on outcome of discussions above assess level of additional resources that would be required and include in budget proposals for 2021/22	<ul style="list-style-type: none"> <li>▪ Review with staff and TPAS what additional activities could be introduced</li> <li>▪ Assess what additional resources – both staff and costs – would be required to achieve desired aims</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adequate resources in place to deliver improved and additional tenant involvement</li> <li>▪ Additional tenant involvement activities to be developed and delivered once additional resources in place</li> </ul>	By October 2020  2021/22	NSD/SNO  NS Team