

2024-2027

# Customer Engagement Plan

**Bromford.**

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We take a simple view that nothing is more important to any individual or family than their home. It's a matter of social justice that everyone should have a home that is safe, secure, and affordable and we exist to provide people with such homes. With the right home, people can achieve great things, not only for themselves but for their wider community as well.

**It's not just about providing homes though; we genuinely care about the people who live in them too. We want each of them to be able to achieve their goals. Put simply, we want people to thrive.**

Through our Customer Engagement Plan, we want to strengthen our relationship with customers in a variety of ways and to allow our customers to express their views in an easy way that suits them. We want to ensure we have the voice of the customer at the heart of what we do.

Our strategy, vision and approach to customer engagement are inclusive and aim to remove any barriers to engagement, striving for an aspiration to hear all voices, even those that are currently silent.

We know that every single community is individual, with its own strengths and challenges and so we are determined to have an approach tailored and designed to the needs of those communities. A one-size-fits-all approach just won't work and I'm excited that through our plan, we can work in partnership with customers on how we can create homes and places we can all be proud to live in.

**Paul Coates**  
Chief Customer Officer

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**We know that customers are highly likely to be affected by many challenging external factors, both now, and in the coming years. There have been some key events in recent years that have highlighted how some customers feel voiceless. We do not want our customers to ever feel like that.**

In the aftermath of the Grenfell Tower fire and the sector wide spotlight on condensation, damp mould and disrepair, the Regulator of Social Housing has been forthright with the introduction of better and stronger regulation.

The Regulator's Transparency, Influence and Accountability Standard calls for tenants and prospective tenants to be treated with fairness and respect and this principle underpins this plan and indeed our overall Bromford strategy.

We believe customer engagement is a fundamental way to ensure we keep conversations real and respond to our customers' changing needs and aspirations. By keeping the conversation going and involving everyone, we can work together for a better future, not just for our existing customers, but for future generations too.

**Sandra Horley**  
Board member  
and Customer and Communities Influence Network (CCIN) Chair

# Our purpose is to invest in homes and relationships so people can thrive.

To achieve this, we have to have a relationship with each of our customers that supports ambition and aspiration. It's important because thriving means something different for each of our customers and our engagement approach is an important element of how we build those relationships.

Our engagement approach forms part of our overall customer framework which includes 4 key building blocks;

## Customer engagement

A plan to put the customers voice at the heart of what we do

## Customer data and insight

Using insight and intelligence to tailor our services to meet the individual needs of our customers

## Customer obsession

Ensuring our customers always come first in whatever we do

## Continual improvement

Ensuring we understand what isn't working for customers and focus on service improvement

We want to be known in and outside the sector for our unique relationship with customers and communities that enable people to thrive.



# Principles for engaging with customers

This is a fully customer-focused approach so we've worked with customers to create seven principles we must work to:

## Tailored

Our engagement work will be tailored to the individual customer needs and the communities in which they live.

## Diverse

Have a wide population of involved customers, representative of everyone who lives in our homes. They will be able to contribute in different ways to provide us with a diverse range of opinions to ensure we deliver fair and equitable outcomes for all customers.

## Inclusive

Ensure that our engagement approaches can be adapted to meet the specific needs of customers and communities and eliminate any barriers to people's participation.

## Respect

Customers will feel that they have been treated with fairness and respect.

## Measurable

Our approach will be reviewed and evaluated regularly with customers to improve outcomes for customers.

## Impactful

Feedback to involved customers about how we have taken their views into account in our decision making and the changes we have made because of it.

## Places

Engage at a local community level with all customers in a way which works for each community.

# Objectives

We want:

Customers to feel they are listened to and have been treated fairly and with respect.

Stronger relationships that involve even more customers.

Increased ways for customers to get involved that work for them.

Customer-led oversight and scrutiny of services, which gives customers the opportunity to challenge performance and ways of working, that supports continuous improvement.

Empowered customers who can create better places to live and giving them more influence over local outcomes.

To offer involved customers training which supports their role and their personal aspirations.

An approach to place and communities that is co-designed with customers, which is better tailored towards the needs and aspiration of the communities in which we work.





## Our approach

Our customers are all individuals who have their own preferences for how they want to be involved with us. We get that customers have different passions and interests, and that these might change over time. We also understand that each community or place is unique, so we want to tailor our approach accordingly. Our engagement opportunities will be flexible and varied, depending on the topic and the time customers can give.

The approach will:

- place customers at the heart of our strategy in more diverse ways than ever
- demonstrate a strong customer influence in our governance arrangements - we particularly want to harness a customer perspective in testing how our strategy is used to shape the services we deliver
- create a range of service improvement recommendations, future options and product development driven by what we know customers value; we call this acting on the voice of the customer
- build on place based engagement where customers feel empowered; with options to change the way services are delivered to them in the place they live at community or neighbourhood level

This plan will be led by our customer engagement team and be an enabler to support teams across the business to implement their strategic and operational priorities while ensuring the customer voice is heard loudly and is at the forefront of our plans.

# Four points of focus

## You and yours

Where the relationship with your neighbourhood coach supports you and your household to thrive



My home

## Local

Where you are part of your community, which makes a better place and helps everyone to thrive



My place

## Future

Where you contribute to the local, regional and national conversation on housing



My society

My Bromford

## Hold us to account

Where you monitor our performance and scrutinise our services and influence the improvement to services





## My home

We will talk to every household each year to have a conversation to understand our customers' aspirations and hopes for the future as well as their experience and views on our services. This will also include collecting feedback against the regulated Tenant Satisfaction Measures.

### We will:

- talk to all our customers in their homes at least once a year
- include themes and outcomes as part of our Voice of the Customer reports which will be reviewed by our Customer Scrutiny Groups and our Customer and Communities Influence Network (CCIN)
- collect Tenant Satisfaction Measures responses as part of the conversation
- collect household data so we can establish if our services are inclusive and equitable
- support and work with customers to fulfil their aspirations and plans

## My place

A shared sense of place can unite and shape a community and make it stronger. We want to understand the issues, interconnections and relationships in a place and coordinate our services and investment to improve the quality of life for those communities.

### We will:

- hold local engagement events that will give customers a voice and bring people together regardless of their tenure
- utilise voice, influence, skills and connections to improve neighbourhoods and wellbeing
- work with partners to agree priorities, plans and fund community projects
- in our high-rise blocks, hold quarterly drop-in sessions to discuss building safety and anything else customers tell us is important

## My Bromford

We will work with a growing number of customers who want to get involved in lots of different ways. We want customers to tell us what is or isn't working and what is important, to help us improve service and neighbourhoods. We will be working on understanding all the different types of customers who live in our homes.

### We will:

- continue to survey 10,000 customers who have received a service from us every year through our feedback programme (YouMatter): speaking to customers about their home, where they live and the services we provide to ensure feedback is acted upon and leads to improvements
- bring all our insight together in a quarterly Voice of the Customer report and our involved customers will receive these reports identifying what is of most value to our customers and enabling us to draw conclusions about where our resources and service reviews should be prioritised
- continue to develop our place-based engagement model alongside our existing customer-led Local Influence Networks
- introduce a digital platform where customers can choose what to get involved in and when, from just taking part occasionally to being a regular contributor
- continue to hold quarterly virtual panel meetings for customers who either part or fully own their own home

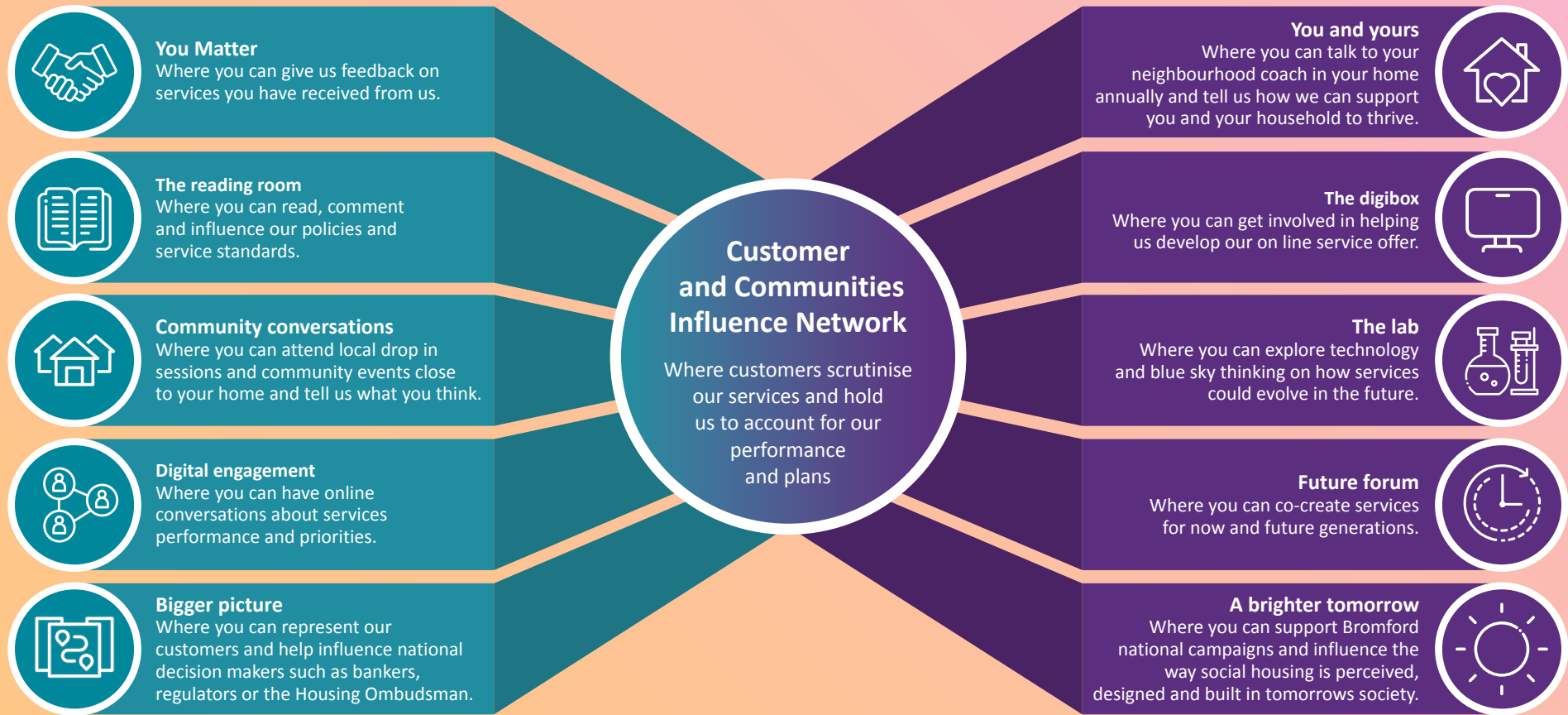
## My society

We know that customers have amazing ideas about how we can change services in the future. Our engagement activity in this space will be more than just speculative conversations. There will be research with customers linked to future strategic possibilities and to look at up-and-coming technologies that will create the homes of the future, reimagining existing services and exploring new services we do not currently provide. For those customers who want to get involved there will be opportunities to engage and influence national decision makers.

We will look to recruit the untapped talent of customers to help us gaze into the future and will engage future customers such as the children of current customers.

# Informal ways to get involved

Our intention is to have the widest and most diverse engagement opportunities, which includes:



Some of the feedback tools we will use:

Digital polls	Customer journey mapping	Task and finish groups	Scrutiny projects	Road trips	Digital platform	Tests and pilots	Digital or face to face meetings
We may need a very quick view of something and may send out a survey to get your views.	Helping us to map out an end-to-end journey to look for waste and improvement.	Helping us define problems and explore solutions to particular service issues.	A customer-led investigation into a particular service.	Where you can take part in inspections of our services and give us feedback on how we can improve.	This is a digital space for conversations, focus-groups webinars, quick polls and more.	You could help us test the home of the future by agreeing to let us pilot new technology in your home.	Attend meetings and engage in a way that suits you.



# Formal ways to get involved

## Voice of the Customer Report

The Voice of the Customer report will be produced four times a year to show what our wider customer base is experiencing in terms of service standards and impact.

The insight will include data, stories and trends from my home, my place and my Bromford:

- customer satisfaction data and qualitative commentary
- Tenant Satisfaction Measures (TSMs)
- repairs performance
- complaints trends and lessons learned
- feedback from customer-led groups and online workshops including homeowners
- trends from our annual reviews with customers
- word on the street from colleagues working in our communities
- feedback from customers living in our high-rise blocks

The Voice of the Customer report will be published on our website, via email to customers (where they have provided their email address), and presented to CCIN, LIN's, board and internal meetings, including the Customer Forum.

## Customer and Communities Influence Network

CCIN has its own terms of reference explaining the group's place in the governance structure.

Its remit is:

- to use insight from our quarterly produced Voice of the Customer reports to identify areas for further scrutiny and recommend appropriate engagement activities
- to commission scrutiny task and finish groups for in-depth investigations and service reviews
- to maximise the use of information on complaints providing insight on performance, trends, lessons learned and improvement plans
- to update and escalate issues to Bromford board on customer matters
- to report twice yearly to the board on the effectiveness of this customer engagement plan to ensure we are putting customers at the heart of what we do
- to oversee an annual engagement plan and review its effectiveness
- to contribute ideas and responses on a range of matters including feedback to government, the regulator and Housing Ombudsman on policy development.

Any scrutiny activities commissioned by the group will form part of our own internal governance structure. Our audit and risk committee will review outcomes

and ensure we formally provide a management response and where required, agree on any actions needed to resolve any issues or implement service improvements where identified.

CCIN members will also look for:

Equality and diversity outcomes – how any service has improved outcomes or opportunities for all customers or potential customers.

Value for money outcomes – how any service review has driven a better deal for the customer.

**To support customers in this work we will:**

- offer training and support for all involved customers to strengthen their capacity, influence and personal development aspirations
- use external partners such as Tenant Participation Advisory Service (Tpas), Housing Ombudsman and the Regulator of Social Housing to provide support and training to our involved customers
- provide shadowing and mentorship opportunities that support our involved customers' personal development

**Governance**

The outcome of scrutiny activities will be reviewed by our Audit and Risk Committee and will mirror our own internal audit process. This will enable a formal review of recommendations and the continual monitoring of the implementation of agreed actions.

# Customer scrutiny groups

Customer scrutiny will enable customers to review service standards and quality through inspection and a range of other methods. Each scrutiny project will be commissioned by our Customer and Communities Influence Network. Each project will be unique and will follow its own scope and methodology. Common research methods used in scrutiny include:

- analysing all the relevant data on the scrutiny topic – for example, policies, service standards, complaint data, feedback data, audit data.
- customer journey mapping: understanding the end-to-end customer journey and where the pain points are.
- face-to-face, digital or telephone surveys.
- observing the service in action, by shadowing our colleagues.
- interviewing customers with recent lived-in experience, colleagues, other housing associations.
- holding focus groups.
- mystery shopping exercises

Depending on the scrutiny topic, a combination of the above could be required. Service improvement recommendations will be agreed on and monitored via our internal governance structure CCIN, the Audit and Risk Committee, and the Customer Forum.

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## Customer Forum

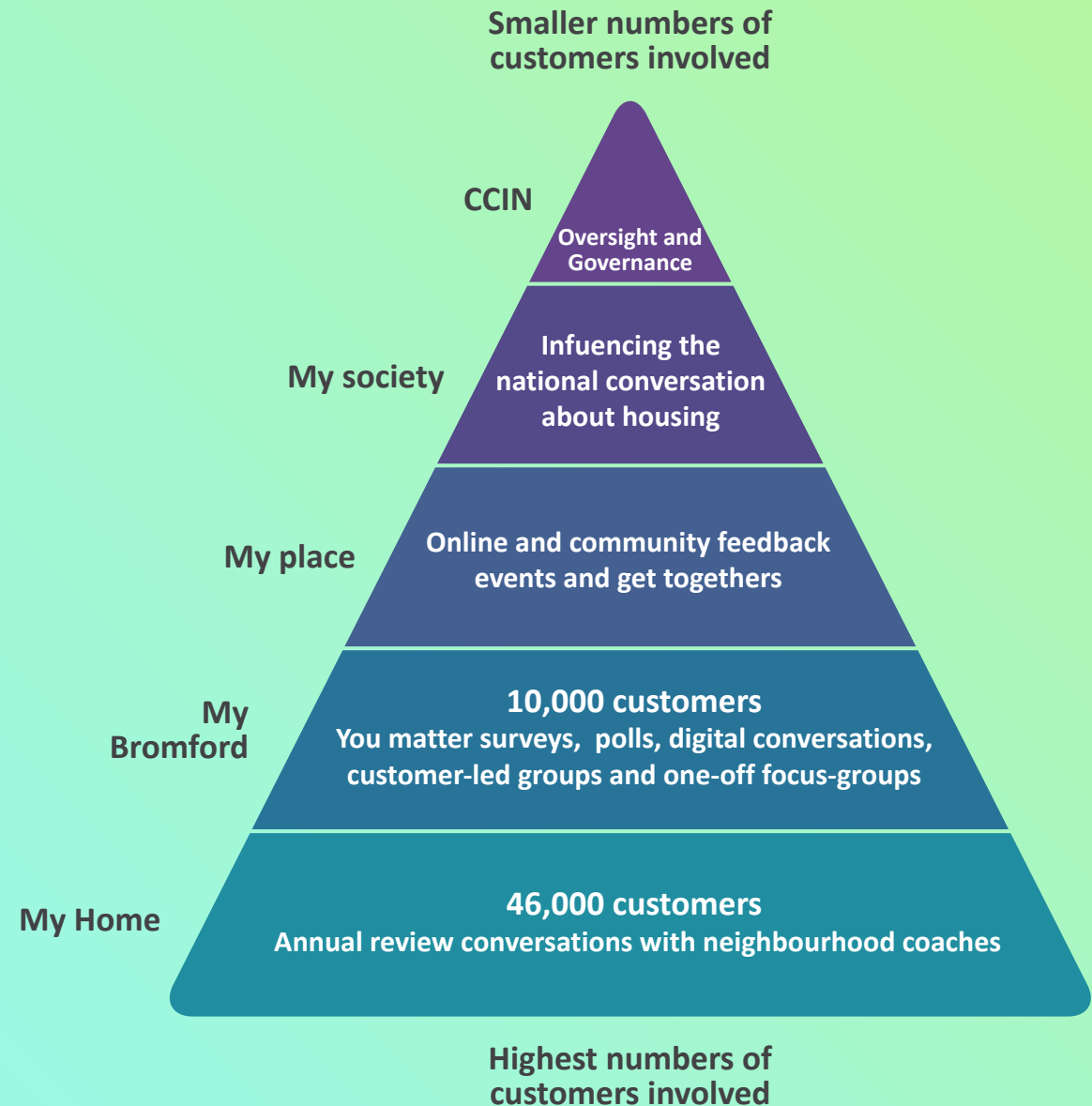
The Customer Forum is part of our internal management framework. The forum oversees service quality, performance and drives action to ensure the delivery of change and improvements in services for customers. The Forum meets monthly and consists of key senior leaders from the business and is chaired by the chief customer officer.



# Measures of success

We will measure the impact of our engagement approach in the following ways:

- more than 85% of customers will recommend us to a friend;
- Tenant Satisfaction Measures will demonstrate improved customer satisfaction, and we will achieve as a minimum upper quartile performance against every metric
- we will track the number of customers involved to ensure we reach all our households and customers engage when and how they want to - we want to hear the voices of more than 40,000 customers in the first year of this plan
- we will deliver and complete three scrutiny projects per year and ensure service improvements recommendations and successfully embedded on time
- we want more than 75% of all our customers to say they are thriving in the home and community in which they live
- over 90% of customers will tell us they know their neighbourhood coach





To find out more contact our customer involvement officer  
[delphine.guillemoteau@bromford.co.uk](mailto:delphine.guillemoteau@bromford.co.uk)

**Bromford.**