



Customer Experience Strategy

October 2024 – October 2027



Contents

1. Introduction and Overview
2. Context and Aim
3. Key Achievements to Date
4. Delivering the Strategy
5. Summary Action Plan
6. Monitoring, Review and Evaluation
7. Related Documents
8. Version History
9. Appendices



1. Introduction and Overview

The Mosscaire St Vincent's Housing Group (MSV) Customer Experience strategy for 2024 – 2027 sets out our commitment to delivering an excellent customer experience, first time and all the time.

At MSV we are committed to putting our customers at the heart of everything we do. From customer feedback we know that customers want us to communicate well, provide easy access to services and provide a quality and speedy response to their enquiries. These are in essence the core aims of the strategy.

This strategy, and the initiatives arising from it, aims to significantly improve the quality of the customer experience provided by MSV and is central to our aim of providing excellent services that meet customer

expectations. By concentrating on meeting customer needs and delivering a positive service experience rather than processes, we aim to provide excellent customer service that is seamless, easy to access and effective

This strategy has been developed in conjunction with the MSV Way 2024 - 2027, our corporate strategy, that sets out clear intentions to put customers at the heart of our business, provide homes people can be proud of and deliver the very best performance to achieve our customer promise, of Healthy Homes and Fair and Friendly Service.

The MSV Way details our vision and values, shown below, and these underpin our behaviours and influence everything we do.



Our Priorities

The image below identifies the three key themes:

People, Place, Performance, which is our focus within the MSV Way.



Customer Experience will be incorporated throughout our business strategy. The Customer Experience Strategy is designed to support us in delivering The MSV Way and is guided by our values. The strategy will achieve this by detailing how services are accessed and delivered and the overall experience of living in an MSV home.

This strategy builds on the progress we have made so far and sets out the foundation for what needs to be implemented during the next three years. We have worked together in partnership with our customers to truly collaborate and co-create this strategy and it has been shaped with input from colleagues, committees and scrutiny and this will not be

successful without the continued support of colleagues and customers.

This strategy sets out our overarching commitment to improve Customer Experience by creating positive experiences at each customer touchpoint throughout the customer journey, however, it is not a strategy that operates in isolation and there are a range of other strategies that support the delivery including Neighbourhoods, Customer Voice, People, Asset Management and Growth and EDI. This strategy has been designed to fully align with the Digital, Data and Insight and ICT strategies in order to create a cohesive and customer focused delivery plan.

2. Context and Aims of Strategy

As the services offered by MSV have diversified, so have the needs of the customers we assist and people we support. The nature of our service means that we assist a growing number of people who are vulnerable or have increasingly complex support needs.

The impacts of the significant increase in the cost of living and Welfare Reform have made this a very challenging time for our customers, and many residents and people we support are now facing financial hardship. It is important that all MSV colleagues understand the changing relationship between housing providers and tenants and the services we now need to provide, and this strategy will support the move to empowering staff to recognise need and act to resolve issues quickly and effectively.

- We want to promote a customer-focused culture, where everyone is not only warm and friendly but also understands the customer and is able to be supportive and helpful – we want colleagues to take personal ownership for delivering a great service and feel empowered to make decisions and find solutions that benefit customers.
- We want to be innovative and improve our systems and access methods so that every interaction or transaction can be viewed holistically by staff to provide a real-time visual of the customer's experience
- We want to improve our internal communications and remove silo working so we communicate effectively and collectively to our customers.
- We want to keep customers proactively informed with regular updates through the same channel that they would choose to contact us.
- We want to understand our customers and provide services that are tailored to

their individual needs and preferences.

- We want to ensure we are always striving to get it right first time for our customers, proactively recognising where something might go wrong and taking steps to immediately rectify it.
- We want to listen to and truly understand our customers and act on their feedback to improve our services.
- We want to improve our digital contact methods and ensure the same excellent standard of customer care is experienced across all channels.

We will embed a customer centric culture across MSV, in line with the objectives detailed within our People Strategy. Leadership plays a major role in embedding a customer centric culture, at all levels within the organisation, including board.

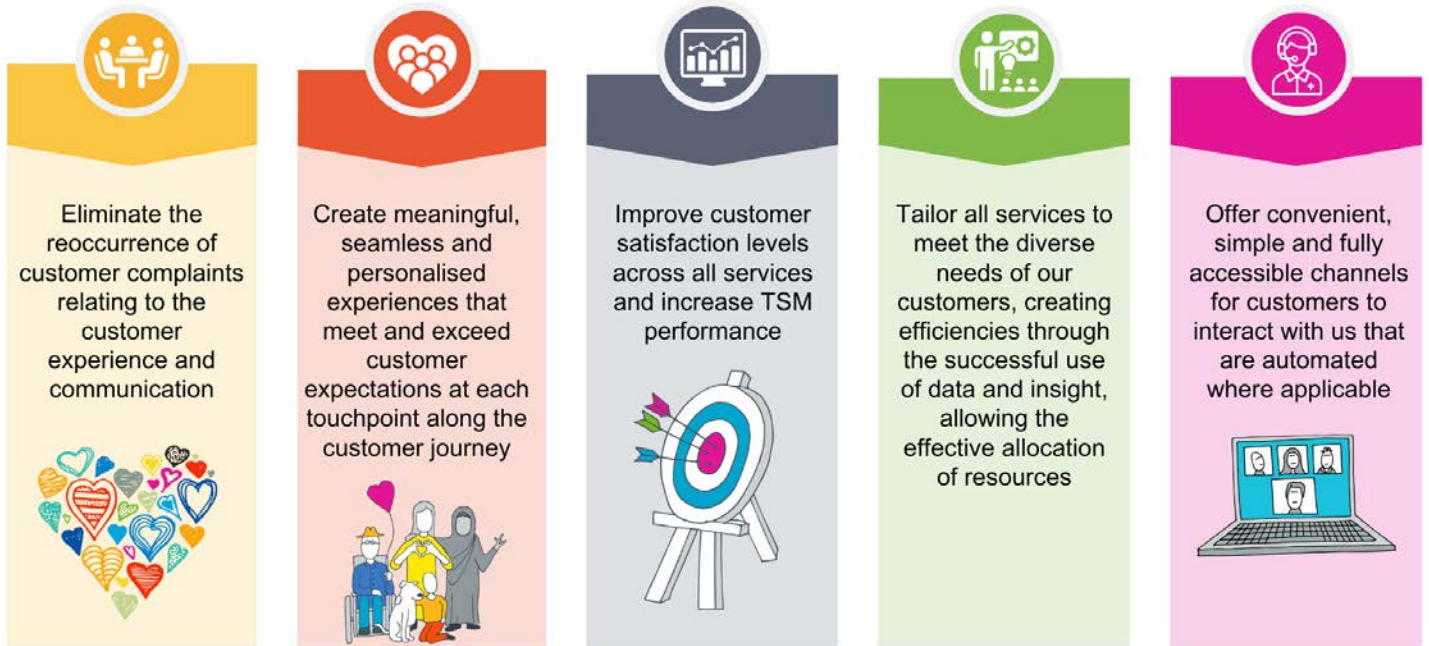
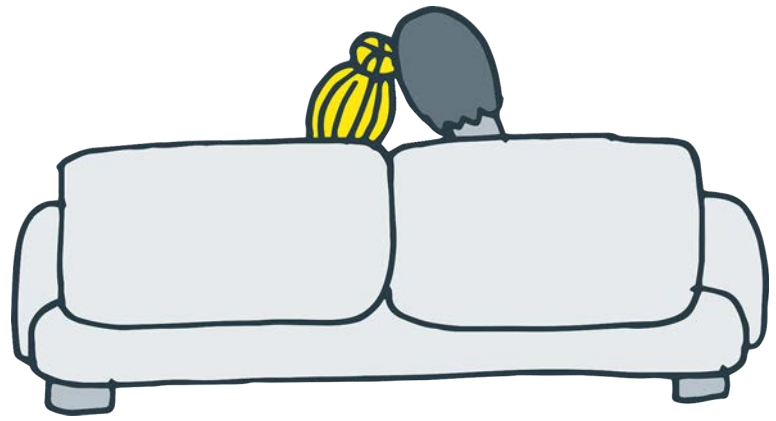
Our People Strategy outlines how we will attract, recruit, empower, engage, develop, value, and retain great people. We will attract and recruit the right people with the right customer service skills, behaviours, and attitudes. We will ensure an effective customer service induction is carried out. We will support colleagues at all levels to ensure they have the appropriate skills and display the right behaviours at all time, this will include short induction sessions, coaching and training.

We want our tone of voice to be friendly and trustworthy. We want our colleagues to speak in a way that our customers understand, not using jargon, being honest and showing warmth and personality. We need to ensure we are keeping our promises and treating people as individuals, seeing the person, listening and showing empathy. We will focus on doing things right first time, doing what we say we will, and keeping people informed when they raise issues with us.

Key Outcomes Expected from the Delivery of The Strategy

As a result of implementing this strategy we aim to become a customer centric organisation that rectifies issues promptly and improves satisfaction.

There are 5 key outcomes expected following implementation:



Legal & Regulatory Context

As a social landlord, service provider and an employer, MSV has both legal and regulatory duties we must comply with.

The Regulator of Social Housing (RSH) sets standards with which we must comply, this includes the recently introduced Consumer Standards (1st April 2024), which states Registered Providers:

Must use relevant information and data to:

- Understand the diverse needs of tenants, including those arising from protected characteristics, language barriers and additional support needs; and
- Assess whether all tenants have fair access to, and equitable outcomes of, housing and landlord services.
- Ensure that communication with and information for tenants is clear, accessible,

relevant, timely and appropriate to the diverse needs of tenants.

- Ensure that landlords services are accessible, and that accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required.
- Allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.
- Treat tenants and prospective tenants with fairness and respect.
- The Equality Act 2010 is a key piece of legislation that provides protection against discrimination due to characteristics that are protected by this Act.

MSV is also required to comply with the new Complaints Handling Code introduced by the Housing Ombudsman Service (HOS) on 1st April 2024. The code aims to achieve best practice in complaint handling to ultimately provide a better service to residents.

The National Housing Federation's (NHF) Code of Governance 2020 also sets out standards which require us to embed resident focus, inclusion, integrity, openness and accountability.

The Chartered Institute of Housing (CIH) professional standards state that an inclusive housing professional will:

- Remove unconscious bias by addressing its own behaviours and assumptions.
- Recognise, value and draw on a wide range of perspectives to deliver best service.
- Be inclusive by demonstrating sensitivity to customs, culture and the beliefs of others.

- Build collaborative relationships, challenge, have zero tolerance towards inappropriate, offensive, or discriminatory behaviour.
- Have a holistic approach and promote diversity of views and experiences, listen and understand

Although the Greater Manchester Good Landlord Charter, which acknowledges that housing is fundamental to people's health and well-being, has not been implemented to date, MSV is committed to the principles of the standards which focus on delivering safe, decent and affordable housing, driving up housing standards, recognising good practice and supporting tenants.

Customer Insight

To enable a customer centric approach and ensure the Customer Experience strategy aligns with expectations, customers have helped us to have a deeper understanding of the challenges they face and have told us what they want the service to look and feel like. This information, combined with data received through complaints and transactional surveys, has been used to inform the content of this strategy.

Some key themes received through customer co-production are:



“ We want to have easy access to interpreters and newsletters in alternative languages ”

“ We want regular updates on service requests ”

” We don't want to have to explain the problem more than once ”

” We don't want excuses about external contractors, we want you to own it ”

“ We want better 2-way communication ”

” We want you to discuss any changes to services with us ”

“ We want a variety of options to contact you through with a consistent level of service ”

“ We want you to deliver on promises and meet timescales ”

“ We want you to follow up on a request and take accountability ”

“ We want to tell one person and have the problem resolved ”

The strategy implementation plan that supports the delivery of this strategy will seek to address these issues and, as part of the implementation process, we will undertake customer journey mapping exercises, this will enable us to gain a more detailed understanding of this feedback and ensure we truly

embed the customer voice throughout the delivery of our services.

We will co-design solutions with customers to enable us to tap into their experience of accessing services and develop innovative solutions that effectively address these needs.

3. Key Achievements to Date



Since MSV was established in 2017 we have made considerable progress in embedding our commitment to providing excellent Customer Experience, but we recognise that there is still much more work that needs to be done. Some of our achievements so far are summarised below:

We have successfully implemented our customer relationship management (CRM) system, enabling us to track and manage customer contacts more effectively than ever before.

- We have successfully integrated the portal and website into our CRM system to improve efficiency and ensure customer enquiries are routed effectively.
- We have improved how calls are routed through to colleagues to provide the customer with an improved service and to also provide us with improved reporting to better understand the demand themes and levels.
- We have reviewed all our policies and procedures that may impact on the customer journey.
- We have introduced Vulnerability and Cause for Concern policies.
- We are reviewing and extending our language translation service to ensure all customers have equal access to our services.
- We utilise customer EDI profiles when monitoring all our customer satisfaction levels.
- We have set up four new customer drop-ins across MSV communities via our hubs, allowing customers to access colleagues from across the organisation.
- Space Manchester on Great Western Street has opened to MSV customers to drop-by on Mondays from 10 am to 2 pm.
- A representative from customer experience is in attendance at all customer groups and events

to answer any questions and respond to feedback.

- Service centre staffing has been increased to provide shorter call wait times for customers.
- We have increased the number of people dealing with enquiries through the website.
- Customer Service and Complaints Handling training, that includes treating customers with empathy and respect, is now regular, mandatory training for all staff and will form part of the new staff induction process.
- We have appointed a dedicated Customer Experience Manager to align the service centre with the planning function and work closely with the Complaints and Feedback Manager
- All staff receive regular communication training to embed the MSV Way.
- Quality of service performance metrics have been introduced into the service centre to monitor call quality and advisors' effectiveness.
- The complaints team structure has been strengthened and complaints response times have significantly improved.
- The complaints and compensation policies have been reviewed and are now fully compliant with the HOS complaints code.
- We have improved our performance on Customer Service Centre metrics and reported service performance to the Board and Customer Committee.
- We have recently appointed a Board Member Responsible for Complaints in line with the new Housing Ombudsman complaints code. Their remit is to champion a positive complaint handling culture, provide challenge where required, build effective relationships with internally and also with the Customer Committee, our Audit and Risk Committee and the Housing Ombudsman Service.

4. Delivering the Strategy

We want to build on the progress we've achieved so far and keep customers informed and set clear expectations and make it easy for customers to use our services.

Based on our strategic priority of providing excellent customer experience first time, all the time we have created specific priorities to help us achieve our customer experience objectives:

1. We'll listen up We'll make sure customers are heard and that their lived experiences shape and influence our services.

2. We'll make it easy for customers to contact us, however they wish, including the best use of technology.

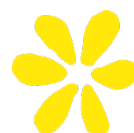
3. Customer scrutiny will flow through our work and teams.

4. We'll improve our use of data and insight to anticipate customer needs and preferences and enable us to tailor services.

5. We'll create a culture where people are valued, feel safe, engaged and empowered to perform and deliver excellent customer service.

Why are these a priority?

- By using data for purpose, it helps identify gaps and improve services for customers.
- Demonstrates our values and keeps customers at the heart of what we do.
- Helps us support customers and tailor services by understanding their needs better.
- Empowers customers' voices to help shape change.
- We help people learn and develop and deliver best customer experience.
- Empowers colleagues to think differently and do things differently.
- Demonstrates our ambition to be proactive and innovative.
- We improve key processes and ways we deliver customer service across the organisation.



To achieve these priorities, we have developed an action plan, which will help us to focus our efforts and drive change and improvements.

A high-level overview of the action plan is included in section 5.

At MSV our aim is to design our services to meet our customers' needs, to result in increased satisfaction and loyalty and increase business success through providing efficient and effective, value for money services.

We will implement this through a staged approach:

1. Research and understand our customers:

Using the wealth of data and insight held we will improve the analysis through utilising the Power BI platform and aggregate the available data to provide a better understanding of the end-to-end customer experience and not as isolated services.

2. Identify customer needs: Based on our analysis we will identify the core needs and expectations of our customers and gain detailed insight to allow us to proactively consider solutions to problems and enquiries. We will approach this using a variety of methods including overlaying the data analysis with customer segmentation and mapping the customer journeys.

3. Map the customer journey: We will identify the various touchpoints and interactions a customer has with our service throughout their journey and understand the emotions, expectations, and needs at each stage to ensure a seamless and positive experience, resolving pain points and simplifying the customer journey.

4. Tailor our service design and personalise the experience: From utilising segmentation and customer journey mapping, we will have improved understanding of customer demographics,

preferences, goals, challenges, and motivations. Our goal is to tailor our services to match the unique needs and preferences of individual customers to provide personalised experiences and customised options wherever possible.

5. Design service processes: We will develop processes and workflows that align with customer needs and preferences. Streamlining interactions, reducing any friction points, and ensure efficiency and effectiveness in delivery of the service.

6. Improve our digital offer: We will invest in new technology to enable our customers to access our services when they want and through a channel of their choice.

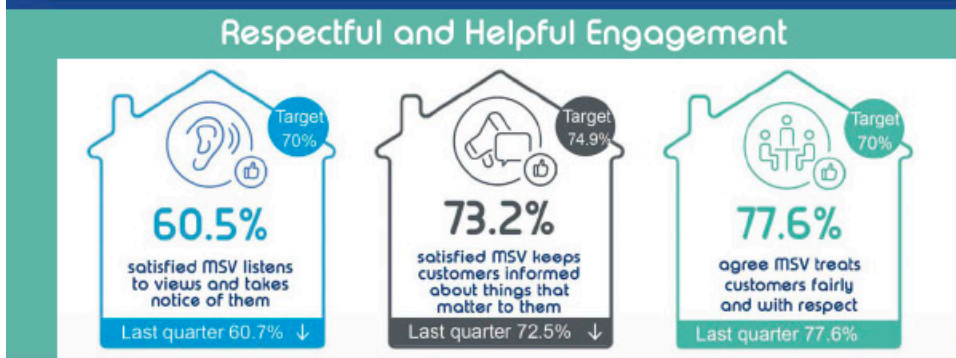
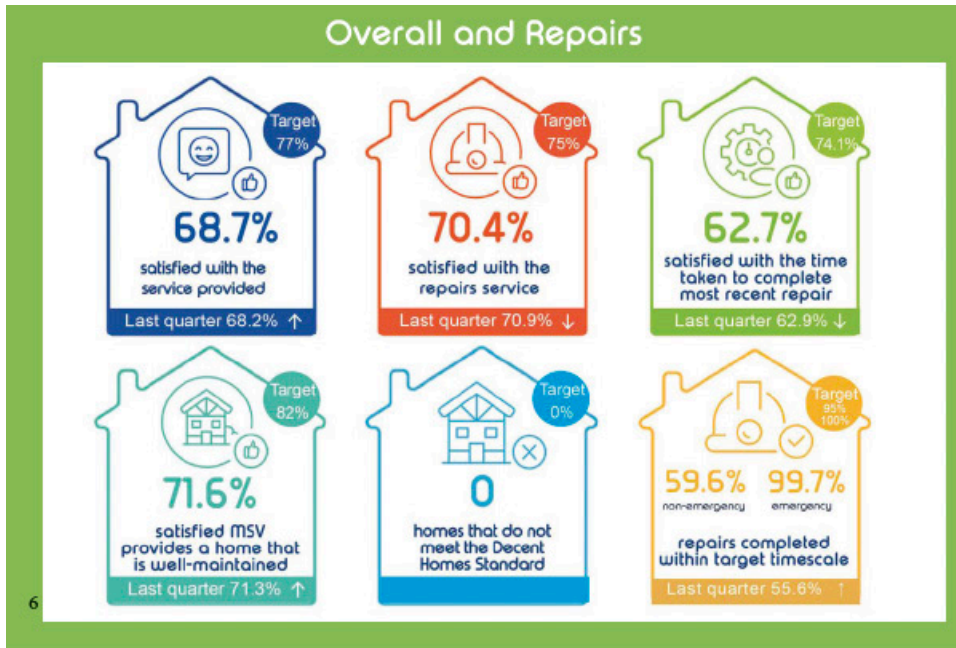
7. Train and empower employees: We want all colleagues to understand the customer's needs to be able to deliver the service effectively. Staff will feel empowered to resolve customer problems, make decisions, and go above and beyond to meet their needs.

8. Continuously improve and adapt: We will continue to analyse customer feedback and monitor performance metrics to identify areas for improvement.



Tenant Satisfaction Measures

April 2023 - March 2024



5. Summary Action Plan

Priority 1 - We'll listen up We'll make sure customers are heard and that their lived experiences shape and influence.			
Specific Action	Timescale		
	Year 1	Year 2	Year 3
Improve our use of data and insight to enable us to understand and anticipate customer needs, identify vulnerabilities and shape services appropriately.	✓	✓	
Ensure our online services are accessible to all and easy to use (including interpretation and translation offer) ensure everyone is aware of translations, interpreter use service.	✓		
Review silent voices and insight available.	✓		
Map, analyse, monitor and improve our end-to-end customer journey.	✓	✓	✓

Priority 2 - We'll make it easy for customers to contact us, however they wish including best use of technology.			
Specific Action	Timescale		
	Year 1	Year 2	Year 3
Review website and update to show MSV's commitment to improving access to services.	✓		
Ensure our Hubs and community buildings are accessible for all	✓		
Implement an omni-channel service centre system introducing AI reporting	✓	✓	✓
Implement new access methods (whatsapp, video call, web chat) and ensure consistent, high standards of customer care across all channels	✓	✓	✓
Implement improved back-office solutions for digital access and self service	✓	✓	
Embed our Inclusive Language approach	✓		
Streamline and simplify all contact processes: Remove unnecessary steps, reduce friction points.	✓	✓	✓

Priority 3 - Customer scrutiny will flow through our work and teams.			
Specific Action	Timescale		
	Year 1	Year 2	Year 3
Develop a system to track customer experience, satisfaction and sentiment through a range of feedback and monitoring mechanisms.	✓	✓	
Review data throughout the customer journey touch points to establish any impact of our service delivery.	✓	✓	✓
Involve customers in co-creation throughout the service centre system design and development process through beta testing.	✓	✓	✓
Involve a diverse range of customers in co-designing and scrutinising our services and performance	✓	✓	✓

Priority 4 - We'll improve our use of data and insight to anticipate customer needs, preferences and tailored services.

Specific Action	Timescale		
	Year 1	Year 2	Year 3
Improve our use of data and insight to enable us to analyse, understand priorities and highlight any potential issues.	✓	✓	✓
Design and draft a Customer Insight Framework.	✓	✓	
Improve customer profiling and insight in order to support the design of personalised and targeted services based on the needs of individual customer and community characteristics.	✓	✓	✓
Develop a process of customer segmentation, how to analyse and a framework for its uses/benefits.	✓	✓	
Utilise the customer relationship management (CRM) system, data analytics tools, and artificial intelligence (AI) to gather, analyse, and interpret customer data and extract actionable insights to make informed decisions and enhance the customer experience.	✓	✓	✓
Implement speech analytics integrated with the service centre system to provide additional levels of insight.	✓	✓	✓
Develop an insight dashboard to collate and analyse customer perception across a range of service areas.	✓		

Priority 5 - We'll create a culture where people are valued, feel safe, engaged and empowered to perform and deliver excellent customer service.

Specific Action	Timescale		
	Year 1	Year 2	Year 3
Embed the performance management framework within the service centre and planning teams.	✓	✓	
Develop a communication improvement programme- Review all internal communication channels to identify any blockages or pressure points to improve collaboration.	✓		
Enhance cross-functional collaboration, communication, and knowledge sharing to ensure everyone in the organisation is aligned around delivering outstanding customer experience.	✓		
Enhance suppliers and contractors understanding of our expectations and ensure they demonstrate their commitment to excellent customer experience	✓	✓	✓
Deliver a comprehensive customer service orientated training programme across the whole organisation.	✓	✓	
Reduce silo working, encourage innovation and collaboration by providing clarity on roles and responsibilities and making sure staff have access to the information they need.	✓	✓	✓
Foster a culture of customer-centricity: Instill a customer-first mindset throughout. Ensure all colleagues understand the importance of customer data and insight in decision-making and are able to prioritise delivering exceptional customer experience.	✓	✓	✓
Empower staff to take ownership, make the right decisions and problem solve	✓	✓	

A detailed action plan with key milestones will be developed internally as part of our operational planning and will be monitored by our Customer Committee at our regular meetings

6. Monitoring, Review and Evaluation

Everyone has responsibility for providing an excellent customer experience within MSV, from our frontline colleagues, though to senior leaders and board and committee members. Appropriate resources to deliver our plans are in place.

We aim to deliver the actions outlined in this strategy as part of our day to-day activities, ensuring that delivery of great customer experience will be central to measuring every colleague's performance. An action plan will be in place to deliver, monitor and embed the expected benefits of the strategy. Progress reports will be given to our Customer and Communities Committee and in turn to our customers via our newsletters, website and other engagement platforms. We rely on our Customer Committee to help make sure that the customer is at the heart of the decisions that we make, the services that we offer and the way we do things.

Key customer feedback themes, service changes and successes will be cascaded throughout the organisation via internal communications platforms. The voice of the customer is the most crucial element in enhancing the customer experience.

Our Board has overall accountability for the delivery of this strategy, whilst the Customer Committee will monitor progress regularly. The Head of Customer Experience will lead on the delivery of the strategy and will provide regular progress reporting to the Senior Leadership and Executive teams.

An annual summary will be produced to reflect on what has been achieved and will provide an overview of any reviewed areas.

The creation of an insight framework will provide us with improved complaints and feedback insight. Following this, we will create a suite of management indicators relating to improvements from complaints and these will be used to monitor

the success of this strategy in conjunction with the measures detailed below.

Measuring the success will broadly be through qualitative and quantitative measures, including:

- Range of KPI data.
- Service standards.
- Customer profiling statistics.
- Complaints performance and satisfaction.
- Service Centre reporting (demand levels and themes).
- The Customer Voice Strategy and plans – based on communication, relationships, insight and action.
- The Consumer Standards and Tenant Satisfaction Measures provides a framework for us to measure against and we will align with our 3-year plan to move to top quartile performance.



To monitor the successful delivery of the strategy we will track performance across the following metrics:

- TP06 'Satisfaction that the landlord listens to tenants' views and acts upon them'.
- TP07 'Satisfaction that the landlord keeps tenants informed about things that matter to them.'
- TP08 'Agreement that the landlord treats tenants fairly and with respect'.
- TP09 'Satisfaction with the landlord's approach to handling complaints'.
- Increased satisfaction across TSMs including overall satisfaction and satisfaction with contribution to the neighbourhood.
- Achieving compliance with Regulatory Standards in respect of Transparency, Accountability, and Influence including a higher-level C (Consumer) rating.
- Improvements in VFM metrics as a result on focussing on activities that deliver impact to customers on issues that matter to them.

7. Related Documents

- Corporate Plan; MSV Way
- Customer Voice Strategy
- Neighbourhood Strategy
- ICT Strategy
- Digital Strategy
- Data and Insight Strategy
- EDI Strategy
- Asset Management Strategy
- People Strategy



8. Version History

Version	Date	Description/Summary	Status	Author
V1.0	04.06.24	First draft	Draft	RB
V2.0	12.06.24	Second draft	Draft	RB
V3.0	14.06.24	Third draft	Draft	RB
V4.0	19.06.24	Customer Committee	Draft	RB
		Exec Team	Draft	
		Revised Board Version	Draft	
		Following Board Feedback	Final	

9. Appendices

Name of Strategy	Customer Experience
Date of Assessment	June 2024
Name & Role of Assessors	Rick Bartlett Head of Customer experience
What are the desired outcomes of the strategy?	The desired outcome of this strategy is to create a positive and seamless experience for customers at every touchpoint with the aim of increasing customer satisfaction by exceeding customer expectations and effectively addressing their needs.

Who are the main stakeholders in relation to the function?	Colleagues, board and committee members, customers, contractors/partner organisations.	
Who will be consulted and what types of consultation will be carried out?	Colleagues, Customers, Customer Committee, Scrutiny Panel all invited to input and feedback on the strategy content.	
Summarise any evidence considered	Notes of meetings held with above groups. Complaints and survey feedback.	
Could the function have a differential impact on:	Yes / No	What evidence exists to support your analysis?
Race Consider language and cultural factors	YES	As part of the drafting, various demographics, data, reports – both internal and external have been considered to help shape our action plan and to ensure we mitigate any current or future negative impact.
Gender reassignment Consider people proposing to or have undergone a process of having their sex reassigned.		
Disability Consider physical, visual, aural impairment, mental, learning difficulties		
Age Consider Elderly or young people		
Sexuality Either know or perceived		
Gender		
Religion or belief Consider religious or cultural observance including non-belief, practices of worship		
Other protected or vulnerable characteristics: <ul style="list-style-type: none"> • marriage or civil partnerships • pregnancy or maternity? 		
<p>If the answer is NO to <u>all</u> questions and no differential treatment has been found there is no requirement for a full Equality Impact Assessment. Please go back regularly and review the cycle.</p> <p>If the answer is YES to any of the questions please complete the rest of the form.</p>		
In what areas could the differential identified be considered to have an adverse impact in this function and what solutions will be introduced to overcome these adverse impacts?	<p>As new contact channels are added they will be tested to ensure there is no impact on any protected characteristics.</p> <p>Existing channels will be retained and improved to ensure no obstacles are created.</p> <p>The improvement and additional use of data and customer profiling will mean we have a better understanding of any difficulties faced by customers during their interaction with MSV.</p>	

<p>In what areas could the differential identified be considered a positive impact in this function and what strategies will be introduced to safeguard and spread these positive impacts?</p>	<p>Our overall vision is that the implementation of the strategy will have a positive impact on those who have a 'protected' or 'other' characteristic'.</p>
<p>Which Action Plans have these solutions/strategies been transferred into?</p>	<p>The Customer Experience Strategy Action plan 2024-27.</p>
<p>Who will be responsible for monitoring these Action Plans?</p>	<p>Head of Customer experience and regular reporting to SLT and Customer Committee</p>