



Customer Engagement Strategy

2026-2029



Introduction

We create places people are proud to call home

Our strategic objectives:

- Doing more for residents and communities
- Creating a great place to work
- Building resilience and capacity
- Being a place-based leader

Our values:

OWN IT

Make it happen



- We take responsibility, and get it done
- We solve problems, not pass them on

IMPROVE IT

Move things forward



- We find ways to make things better
- We learn and adapt

LIVE IT

Show understanding and compassion



- We build strong relationships based on honesty and trust
- We listen and support



Vision

Customer engagement is a central part of us knowing and understanding our customers and our services well. Over 80% of customers have said this is important to them. Our homes are more than just a roof over our customers' heads; they're places where people feel safe, supported and comfortable. In our first year, we have engaged with customers on a range of topics and in a range of ways. Continuing to work in partnership with our customers will mean we can design and deliver services that are shaped from customers' views and experiences.

Why is customer engagement important?

All of our services must start with the customer; ensuring services are designed by and for customers. Their feedback drives change and improvement.

What should customers be engaged about?

Customers should be involved in a range of areas from repairs to paying rent. Customer engagement should shape key decisions, but also everyday services and neighbourhood priorities.

How should we engage with our customers?

We should have a flexible, broad range of ways for customers to get involved that align to our values.



Only by working together to understand our business through our customers' eyes can we really create places that people are proud to call home.

Strategic objectives

How our services are designed and run should start from our customers' needs, feedback and priorities; ensuring they are customer focused.

Our objectives are:

- **Provide a range of inclusive opportunities for all customers to be heard**
Our customers have a wide range of life experiences, backgrounds, needs, and circumstances. We are committed to ensuring every customer has the opportunity to be heard in ways that are accessible and meaningful. To achieve this, we will always look to engage with a broad range of customer views by offering a variety of ways to get involved, including enhancing our digital engagement options.
- **Drive organisation change through customer feedback**
Customer feedback will be embedded in decision making at all levels. Customer engagement will routinely drive change across our business to improve our services. We will ensure that we listen, act and measure the impact this has had. Our engagement will always consider customers' priorities.
- **Strengthen accountability and trust**
We want our relationships with customers to be open and based on two-way trust. New ways to get involved, such as a Scrutiny Panel will ensure we are accountable in a number of ways.
- **Connect with our regions and communities**
Our homes sit at the heart of wider communities. Customer engagement is key to our regional approach, with teams regularly working within local areas. Through partnerships and lived experience, we will deepen our understanding and shape how we best support our communities.
- **Expand customer data and intelligence**
We will ensure we hold a good range of data about our customers, and use this to make sure we are engaging with a broad range of customers, for example.



- **Strengthen building safety and compliance**
We will build on our existing resident engagement approaches in high-rise buildings, for example, as a key tool for supporting building safety and compliance. We will strengthen and expand these approaches by connecting insights across our regions and using them to inform wider strategic priorities.



What do we know about our customers?

To inform our Strategy we have reviewed the data about:

- Our customers by age groups, ethnicity, tenancy length
- Satisfaction by the above categories
- Engagement by the above categories

The biggest difference in satisfaction and engagement is across different age groups. Whilst around 77% customers under the age of 75 are engaged with us through surveys or other ways, this decreases to 47% for those over this age. Our customers under 65 years old are also more likely to be dissatisfied with our services overall than customers over this age.

We have used this information to shape our strategy and consider our customers by age groups (based on an approach known as 7 Generations). The table below shows Housing Plus Group customers by these groups the best ways for us to engage with each group.

Category	Generation Beta	Generation Alpha	Generation Z	Millennials/ Generation Y	Generation X	Baby Boomers	Builders
Age Group	Born 2025	15 & under	16-30	31-45	46-60	61-79	80 and over
HPG customers	Living in our homes, not tenants	Living in our homes, not tenants	6%	27%	28%	29%	9%
UK Population	Not currently available	13%	20%	22%	20%	19%	6%
Likely preferred engagement methods	Tailored approach, digital preference	Want to see impact, digital approaches	Mobile first approach	Authentic, mobile first approach	Mix of digital (emails surveys) with more traditional approaches	Tech savvy, email or mobile preference Groups in person	Structured/formal approaches Groups in person
Learning style	Self-paced and skill-based	Visual Learn by doing webinars/podcasts	Prefers a mix of approaches, things to listen to or read	Actively engage - learn by doing	Actively get involved - learn by doing	Planned, instructor led approach	Formal/structured with an instructor led approach
Marketing	Digital/AI	Real time - as service used	Digital (social)	Online (linked)	Direct (targeted)	Broadcast (mass)	Print (traditional)



We are committed to using this information to shape our engagement and using it to check that we are reaching a range of customer views. This will be a key part of improving our services. We will expand the data used during the next 12 months.

Source: [The generations defined - McCrindle](#)



Levels of customer engagement

When we talked to customers about our merger, we asked how they prefer to get involved. 3,500 customers who responded told us their top preferences for engagement were through surveys and then in person and online meetings. We will have a range of ways to get involved whether that is through a formal focus group or on the doorstep as we do a repair.

We know some customers may be less likely to get engaged and we will work with them to ensure they know, and feel confident, with how to get involved. We will also target engagement where customers have recently used a service, for example.



Our plans to improve

Everyday engagement	Formal engagement	Targeted engagement
Through our regional working use customer feedback more regularly.	Introduce a new Scrutiny Panel to challenge our performance and services	Build our customer relationships through our regional working.
Introduce more digital engagement options	As we review services, ensure a strong customer focus is clearly influencing decisions.	Use our data to target customers who are less likely to get involved.

How will we know if this has been successful?

We will measure the success of our approach in a number of ways:

1. Tenant Satisfaction Measures (TSMs), particularly about listening to views and acting upon them and being kept informed about things that matter most;
2. Number of customers engaged and whether they are representative;
3. Complaint volumes
4. Independent review through scrutiny or expert reviews
5. Customers' feedback on delivering our merger objective to improve services

We will expand these measures during the first year of the strategy.

How will customers know what has changed?

We will always communicate back how we are using customer feedback and how customers' views have driven change. We will do this in a number of ways and look at the impact of customer engagement each year.



Implementation plan

Objective	Year 1	Year 2	Year 3
<p>Provide a range of inclusive opportunities for all customers to be heard</p>	<ul style="list-style-type: none"> • Introduce further digital options • Carry out sentiment analysis on calls and surveys • Ensure all surveys work across the organisation • Move to one TSM model for the whole organisation • Review all groups to ensure they work across the organisation 	<ul style="list-style-type: none"> • Use the 7 generations customer profiling model to check and challenge that our menu of engagement works for all customers • Use TSM, complaints and survey data to identify priorities for year 2 • Complete our second-year impact assessment and refine our engagement based upon this 	<ul style="list-style-type: none"> • Use TPAS self-assessment and customer review to design future strategy
<p>Drive organisation change through customer feedback</p>	<ul style="list-style-type: none"> • Embed customer focus in service review methodology • Review to ensure all engagement is across the organisation • Use customer insight and Equality, Diversity and Inclusion Reviews to ensure we are engaging with a broad range of customers • Complete first year impact assessment 	<ul style="list-style-type: none"> • Introduce further feedback loops to ensure it is clear where impact is driven • Review customer view on how effectively we use customer voice 	<ul style="list-style-type: none"> • Review service review methodology to ensure it remains effective and delivers good return on investment
<p>Strengthen accountability and trust</p>	<ul style="list-style-type: none"> • Introduce a Scrutiny Panel • Introduce a programme of resident focus groups • Create more involvement in procurement decisions • Pro-actively target customers who are less likely to engage 	<ul style="list-style-type: none"> • Complete an effectiveness review on Scrutiny Panel • Customer engagement on how we can further build accountability and trust • Introduce wider range of ways to publish performance such as podcasts and more frequent infographics 	<ul style="list-style-type: none"> • Work with customers to complete the TPAS self-assessment on effectiveness of customer engagement • Work with customers on the next 3 year strategy

Objective	Year 1	Year 2	Year 3
		<ul style="list-style-type: none"> • Introduce Question and Answer sessions with Executive Team and Board representatives 	
<p>Connect with our regions and communities</p>	<ul style="list-style-type: none"> • Introduce word on the street initiative • Empower staff through regional model to build more regular contact and 'own it' to act upon feedback • Involvement on regional performance boards 	<ul style="list-style-type: none"> • Complete the first year assessment, driving further improvements • Use data to develop a more targeted approach 	<ul style="list-style-type: none"> • Carry out an effectiveness review of the approach
<p>Expand customer data and intelligence</p>	<ul style="list-style-type: none"> • Baseline the customer data we hold • Engage with customers on the information we hold and agree ways for us to collect this information • Phase 1 of data collection such as age, ethnicity, disability, support needs and communication preferences 	<ul style="list-style-type: none"> • Embed customer insight across more service areas • Phase 2 of our data collection to look at wider information • Create customer segments and embed this within all customer engagement • Ensure all data is presented in a joined-up way, looking at performance data, customer satisfaction and complaints data, for example 	<ul style="list-style-type: none"> • Develop predictive analytics work on customer engagement and across the business