



# Customer Engagement Strategy

2026 - 2029



# Customer Engagement Strategy – 2026-2029

## We create places people are proud to call home

Our strategic objectives are:

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

Our values



### 1. 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 but a place to feel safe, supported and comfortable. Working 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 and their feedback drives change/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 every day 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. All of our work will 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.

### 2. Strategic Objectives

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

- **Range of ways to be heard** - Our customers have a range of life experiences, needs and circumstances. We will always look to engage with a broad range of customer views by using a range of ways to get involved.
- **All customers** – Our customers are diverse and have a range of circumstances. We are committed to ensuring we engage with a broad range of customers.

- **Drive change** – Customer feedback will be embedded in decision making at all levels. Customer engagement will routinely drive change across our business to improve our services.
- **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.
- **Regions and communities** – Our homes are part of wider communities. Engaging with our customers will form a key part of our regional working with teams regularly being in our communities.
- **Data and insight** – We will ensure we hold a good range of data about our customers to use this to make sure we are engaging with a broad range of customers, for example.

### 3. 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	Millenials/ Generation Y	Generation X	Baby Boomers	Builders
Age group	Born 2025	15 and under	16 – 30 years old	31 -45 years old	46-60 years old	61-79 years old	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)

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

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.

#### **4. 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.

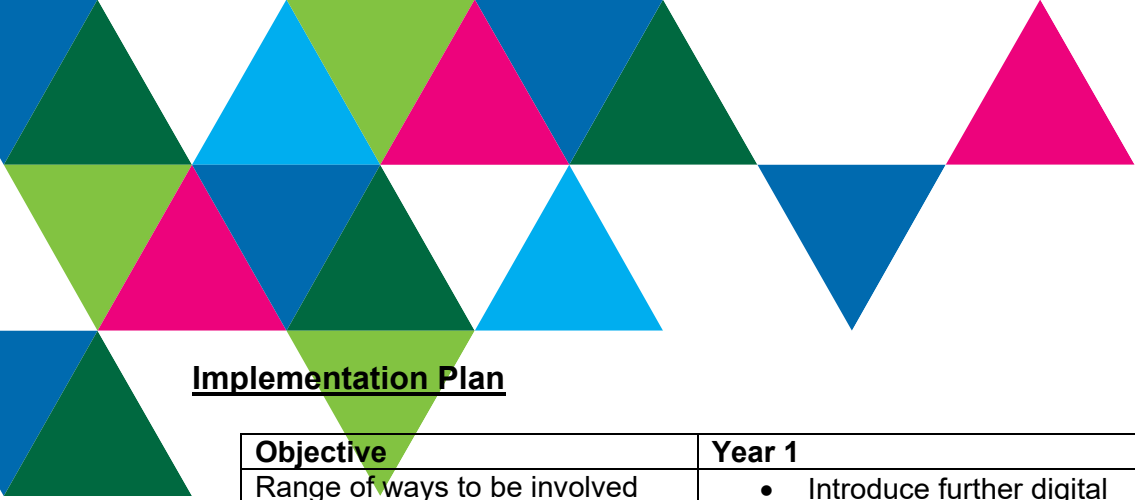
#### **5. How will we know if this has been successful?**

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

#### **6. 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**

<b>Objective</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Range of ways to be involved	<ul style="list-style-type: none"> <li>• Introduce further digital options</li> <li>• Sentiment analysis on calls and surveys</li> <li>• Ensure all surveys work across the organisation</li> <li>• Move to one TSM model for the whole organisation</li> <li>• Review all groups to ensure they work across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Use the 7 generations customer profiling model to check and challenge that our menu of engagement works for all customers</li> <li>• Use TSM, complaints and survey data to identify priorities for year 2</li> <li>• Complete our second-year impact assessment and refine our engagement based upon this</li> </ul>	<ul style="list-style-type: none"> <li>• Use TPAS self-assessment and customer review to design future strategy</li> </ul>
Regions and communities	<ul style="list-style-type: none"> <li>• Introduce word on the street initiative</li> <li>• Empower staff through regional model to build more regular contact and 'own it' to act upon feedback</li> <li>• Involvement on regional performance boards</li> </ul>	<ul style="list-style-type: none"> <li>• First year assessment driving further improvements</li> <li>• Use data to develop a more targeted approach</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness review of approach</li> </ul>

Drive change	<ul style="list-style-type: none"> <li>• Embed customer focus in service review methodology</li> <li>• Review to ensure all engagement is across the organisation</li> <li>• Use customer insight and Equality, Diversity and Inclusion Reviews to ensure we are engaging with a broad range of customers.</li> <li>• Complete first year impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce further feedback loops to ensure it is clear where impact is driven</li> <li>• Review customer view on how effectively we use customer voice</li> </ul>	<ul style="list-style-type: none"> <li>• Review service review methodology to ensure it remains effective and delivers good return on investment</li> </ul>
Accountability and trust	<ul style="list-style-type: none"> <li>• Introduce a Scrutiny Panel</li> <li>• Introduce a programme of resident focus groups</li> <li>• Create more involvement in procurement decisions</li> <li>• Pro-actively target customers who are less likely to engage</li> </ul>	<ul style="list-style-type: none"> <li>• Complete an effectiveness review on Scrutiny Panel</li> <li>• Customer engagement on how we can further build accountability and trust</li> <li>• Introduce wider range of ways to publish performance such as podcasts and more frequent infographics</li> <li>• Introduce Question and Answer Sessions with Executive Team and Board representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Work with customers to complete the TPAS self-assessment on effectiveness of customer engagement</li> <li>• Work with customers on the next 3 year strategy</li> </ul>
Data and intelligence	<ul style="list-style-type: none"> <li>• Baseline the customer data we hold</li> <li>• Engage with customers on the information we</li> </ul>	<ul style="list-style-type: none"> <li>• Embed customer insight across more service areas</li> </ul>	<ul style="list-style-type: none"> <li>• Develop predictive analytics work on</li> </ul>

	<p>hold and agree ways for us to collect this information</p> <ul style="list-style-type: none"><li>• Phase 1 of data collection such as age, ethnicity, disability, support needs and communication preferences</li></ul>	<ul style="list-style-type: none"><li>• Phase 2 of our data collection to look at wider information</li><li>• Create customer segments and embed this within all customer engagement</li><li>• Ensure all data is presented in a joined-up way, looking at performance data, customer satisfaction and complaints data, for example</li></ul>	<p>customer engagement and across the business</p>
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