

Understanding, engaging & investing in a brighter future.

Customer Insight and Engagement Strategy

2018-2021



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Introduction

The way that we engage with our customers is changing. The traditional engagement methods we have used in the past no longer meet the needs of all our customers or our changing organisation and we need to maximise the impact for our investment. We plan to take a 3D approach to be 'Dramatically, Demonstrably Different' and to put customers back in the spotlight!

This strategy will reflect how engagement and insight need to work together so that we better understand behaviours and customer views. We are using customer insight more and more to target engagement activity to give us more of an understanding of our existing and potential customers. Using the information gathered we will deliver services efficiently and expertly and make informed, sustainable investment in the communities where we work.

Our Customer Insight and Engagement Strategy is our commitment to really listening to customers and putting them at the heart of what we do. Rather than assuming that customers want to be part of our lives we will get out there and be part of their lives.

The strategy will be a key driver in understanding how we use customer information to shape and redesign service delivery, improve the customer experience and invest in local communities. Our journey ahead marks a very different way of working for us, however, we are up for the challenge and we are confident that our new approach will have a positive impact for customers and the business.

Our customer insight and engagement priorities:

Our STAR (Survey of Tenants and Residents) from 2016 showed that the city and communities we work in are facing considerable challenge; many households have seen their incomes cut as a result of welfare reform and local authority budget cuts have resulted in the loss of many valuable services. We used feedback from the survey to ensure customer's views shaped our priorities. YHN Board was initially consulted in June 2017 and further consultation was carried out with customers in September 2017. Feedback from both Board and customers is reflected with this strategy.

The main objective within this strategy is to increase customer satisfaction by improving the customer experience when using our services. We have identified three priority areas that we will focus on to help us achieve this. Our strategy will support our strategic objectives and our action plan will clearly outline how our work supports the delivery plan targets.

Our priorities are:

- Understanding customers and reshaping services
- Engaging customers
- Investing in local communities

What this strategy will achieve:

- Overall customer satisfaction will have risen to at least 85% by 2021
- At least 70% of customers will feel like we listen and act upon their views by 2021
- Our new Community Investment Fund will ensure that for every £1 invested we will receive £5 return on investment from our activities by 2021
- We will have an informed approach to community investment and communities will be empowered to strengthen their own community by March 2018.





Understanding our customers and reshaping services

Customer insight is essential if we are to successfully navigate our way through the ever-changing dynamic landscape and continue to meet the needs of our broad spectrum of customers. Our aim is to be an insight-rich organisation, recognised for taking appropriate and timely action in response to the knowledge we have gathered. Doing so will result in an improved customer experience and increased satisfaction.

What we want:

To understand our customers through rich data, which will help us make better decisions and re-shape service delivery.

What we will do:

- Get to know our customers further including who they are, how they interact with us, what they do as customers of YHN and why they have chosen and continue to choose to take services from us to help us predict service delivery
- Develop our approach to customer profiling so we have a deeper understanding of current and future customers' needs, aspirations, expectations and opinions, to ensure we provide the best possible services
- Define and deliver our 'customer offer' across different customer types and journeys, and translate this into a set of customer service standards in conjunction with our service delivery teams
- Communicate with customers in a way that suits their identified preference, tailoring the information we provide according to anticipated need
- Ensure we provide the right training to support our staff to develop against this priority
- Identify projects that will support our delivery plan and our strategic objectives to improve services
- Strengthen our position by targeting the right markets, with the right products and services, in the right way and at the right time. We will become experts at tailoring our service offer according to customer needs, providing us with a competitive advantage.





Engaging our customers

There is now a much greater emphasis on opportunities for more accessible and inclusive interactions with a particular focus on engaging a wider audience. However, despite these changes, we know that customers still don't always feel like their views are listened to or their opinions acted upon. We are determined to

change this and acknowledge we need to do more.

What we want:

- Engaged customers who share information and ideas, and who are empowered to enable continuous improvement of the services we offer. Engagement levels across the city will increase so that customer influence is at the heart of decision making.

What we will do:

- Continue to provide a range of accessible and exciting opportunities for people to engage and influence service delivery
- Collaborate with service delivery teams to create and implement customer experience improvement plans and projects, focusing on known customer pain-points
- Help raise the profile of the customer within the organisation and ensure that customer needs sit firmly at the heart of YHN's thinking and decision making
- Ensure that customers have the opportunity to influence strategy and policy development
- Develop our approach to real time feedback to truly understand customer satisfaction
- Understand what customers want to engage with and target communication effectively to increase response rate and reduce engagement fatigue
- Encourage customers to engage with the wider opportunities across the city through NiTV and the scrutiny panel
- Develop our approach in working with local schools and young people
- Explore new digital platforms to encourage engagement online with wider audiences, which is quicker, will increase opportunities and representation and the strength of the customer voice
- Understand trends of who is engaging with us through social media
- Explore opportunities for gamification to increase engagement levels in a creative way
- Be able to report on the return on investment that engagement activities bring to the organisation where appropriate
- Understand satisfaction levels with engagement through regular digital surveys





Investing in our communities

Community investment focuses on the strengths, or assets, within communities, working with them and community partners to identify, build on and sustain strengths, in order to support and encourage communities to become stronger and more self-reliant. It starts from the premise that communities are built from the inside out (rather than the outside in), capitalising on the skills, capacities, intelligence, wisdom and experience of local people and groups. Strengths are identified and connected to each other

to multiply their power and effectiveness.

What we want:

A community investment approach that places customers right at the heart. We will invest in the quality of life of our customers in the areas in which we work to create more cohesive and sustainable communities. Residents will feel proud of the places in which they live and be motivated to contribute to their success.

What we will do:

- Develop a co-ordinated and strategic approach to our investment by strengthening our knowledge and skills. To do this, we will engage with expert partners to develop our understanding
- Identify the priority areas for community investment using customer insight through our community profiles
- Embed community investment across the organisation
- Use both customer and community insight to develop themes for our community investment fund
- Understand the staff resources required to deliver a community investment fund
- Measure our performance in order to identify the value of what we do
- We will work with external funding providers to support and attract funding to strengthen the projects delivered
- Measure the social impact and the return on investment for the business and provide an evaluation report for Customer Service Committee which we will publish annually.

Delivering the strategy- *Working together* to create a **brighter future**.

The future of this strategy is exciting! We will **understand** our customers to shape service delivery. We will **engage** with larger audiences to create more opportunities for customer to give their feedback, and we will **invest** in communities to build on community capacity and sustainability.

Our Managing Director will have overall responsibility for overseeing our Customer Insight and Engagement Strategy, to ensure we achieve our goals. Our Customer Services Committee will have a role in monitoring our progress against our actions through quarterly reports.

