





Customer First Strategy 2021-2023 and beyond

 **Living Longer, Living Better**


 **Outstanding Homes, Outstanding Services, Outstanding Value, Outstanding People**


 **To do best, what matters most. Our approach is one that others across the sector talk about. Our knowledge of our customers enables us to deliver a responsive and outstanding experience every single day.**


 **To deliver an outstanding experience for customers and colleagues. Provide homes for life in places that create a sense of community. Enabling our customers to #lovewhere they live with services that flex as and when their needs change. We have skilled, motivated colleagues in roles they enjoy; happy customers in homes they love, accessing services, they value and everyone is proud to be part of the JJH family.**


Our Key Facts:


Our ambition is for customers to feel safe and secure in a place they can call home for life. A home and service that can adapt as their needs change in the future. The basics should be done right and if things aren't quite as they should be, they want us to listen and take action where we can.


 **7,052 residents living with us**


 **1,688 General Let homes**


 **781 Leasehold homes**

 **2,446 Independent Living homes**


 **4% of customers on our waiting list are from the Armed Forces community**


 **Our customer hub received over 18,000 calls per year**


 **£905,000 Capital Expenditure Budget to deliver our Customer First Roadmap**


 **Arrears currently at 1.38% against target of 1.5%**


 **54 Average days to let a void**


 **Our void loss is currently at 2.9%**


 **Over 1200 payments have been made and over 500 repairs booked through our new customer portal and mobile app**

 **Over 600 customers have downloaded and opened our new mobile app**

 **30% of our independent living customers have internet access and 24% have told us they would value support in gaining digital skills and confidence***

 **96% of our general let and leasehold customers have internet access and 48% have told us they would value support in gaining digital skills and confidence***

 **Our new digital choice-based lettings platform has over 3000 applications for housing, of which only 11% of customers needed support completing their application online**

 **79% overall customer satisfaction (April 21 – Feb 22)**

*% survey responses

Measures:

Themes	Measures of Success	VFM/Efficiencies Anticipated
Customer First Benefit Realisation	<ul style="list-style-type: none"> Successful delivery of Customer First projects. 	<ul style="list-style-type: none"> £120,000 of cost savings through delivery of projects during 22/23.
Customer First Roadmap Delivery	<ul style="list-style-type: none"> Projects successfully delivered on time and to budget 	<ul style="list-style-type: none"> Structured training and development aligned and planned in all projects. Projects communicated well to colleagues and customers with robust communication and adoption plans.
Tenant Satisfaction Measures	<ul style="list-style-type: none"> Introduce tenant satisfaction measures when they are available (Autumn 2022) 	<ul style="list-style-type: none"> Increase customer satisfaction to 86%.
White Paper	<ul style="list-style-type: none"> Successful delivery of the white paper action plan. 	<ul style="list-style-type: none"> Increase customer satisfaction to 86%.
Lettings	<ul style="list-style-type: none"> Implementation of CBL phase 2 project. 	<ul style="list-style-type: none"> Enhancements to system support allocations process and sustainable tenancies Enhancements to system help increase digital uptake from the very beginning.
Digital Adoption	<ul style="list-style-type: none"> Aim for 60% adoption to digital by March 2024 (based on number of properties). By March 2023 - 50% of new customers adopt digital from the start. By March 2024 - 75% of new customers adopt digital from the start. 	<ul style="list-style-type: none"> Reduction in calls to hub* Time saved for front-line colleagues who can focus more on adding value where it is needed most* Customers self-serve from the very beginning – reducing time and effort in encouraging customers to use more digital services*

*£ savings accounted for in Customer First Benefit Realisation above



Measures Continued:

Themes	Measures of Success	VFM/Efficiencies Anticipated
Self Service	<ul style="list-style-type: none"> By March 2023 reduce calls in the CX hub by 5% By March 2024 reduce calls in the CX hub by a further 5% 	<ul style="list-style-type: none"> Time and effort savings for the team – realised at £1,500 for 2023 and a further £1,500 for 2024.* Supports the new Customer Experience Officer role, enabling them to focus efforts elsewhere and deliver a combination of services
Void Loss	<ul style="list-style-type: none"> 2.2% (to be reviewed after sale of Montrose Court and Lancaster House) 	<ul style="list-style-type: none"> Enhanced and accurate reporting through Power BI, will enable the teams to act quicker to market properties and place on CBL to work towards a quicker turnaround.
Income/Arrears	<ul style="list-style-type: none"> 1.5% arrears target Increased welfare advice and support provided to customers 	<ul style="list-style-type: none"> Mobysoft (RentSense) anticipated efficiencies relating to colleague time and effort will be tracked as part of project implementation. Help our customers gain access to over £200,000 benefits and funding.
Resident Engagement	<ul style="list-style-type: none"> Wider representation of engaged customers Increased involvement in our calendar of resident engagement events Introduce tenant satisfaction measures when they are available (Autumn 2022) 	<ul style="list-style-type: none"> Customer conference to gain wider views. Successful delivery of resident engagement events. Improved customer satisfaction to 86% New performance focused roles within Customer First structure will help with monitoring standards, engagement and success.
Complaints	<ul style="list-style-type: none"> Increase first point of contact resolution Introduce tenant satisfaction measures when they are available (Autumn 2022) Monitoring satisfaction through Rant and Rave. 	<ul style="list-style-type: none"> Resource efficiencies. Improved customer satisfaction to 86%

*£ savings accounted for in Customer First Benefit Realisation above

Our Corporate Priorities:

2022/2023

- ✓ We improve customer experience and expectations through delivering our “Customer First” approach
- ✓ We are known as a listening business; we take action, and we communicate open and honestly with customers
- ✓ Astraline’s growth strategy and collaboration with partners adds value to the customer offer
- ✓ Our investment in our Data and Digital projects positively contributes to our customer and colleague experience
- ✓ Our colleagues have the right tools and skills to deliver our ambitions
- ✓ Our colleagues are agile, flexible and diverse, improving performance for our business and our customers

2023/2024

- ✓ Our customers start to benefit from our green and digital investment plan
- ✓ We launch our Well Being Academy
- ✓ Our Customers see our 24/7, flexible and digital services, as Outstanding
- ✓ Astraline will lead the way, moving emerging technologies out of the Lab and into the Home
- ✓ We are innovating and testing new digital technology to support independence
- ✓ The majority of our customers are digital by choice, preferring to interact with us online
- ✓ We use data to design services for customer needs of tomorrow
- ✓ We achieve Gold status from our Armed Forces Covenant
- ✓ Our social purpose goes from strength to strength

2024/2025

- ✓ Our analogue to digital switch over plan is complete
- ✓ Our customers are seeing benefits from working closer with care and support partners
- ✓ Our performance is outstanding
- ✓ We are known for our digital innovation in Independent Living
- ✓ We are #marketmaking in Independent Living through our partnerships



Outstanding
Services

Market Trends & External Analysis

External Trend

Challenges

Mitigating Actions

Increase in customer demand



Customers now have higher expectations for the services they receive than ever before. They want choice and flexibility and expect to receive a great customer experience at every interaction. Recent research shows that in some cases, 86% of customers are willing to pay more for a great customer experience.

- Continued partnership with The Leadership Factor, to understand what matters most to customers.
- Customer First roadmap to ensure we remain on track with delivery.
- New partnership with Rant and Rave to revamp the way we gain, review and respond to customer feedback.



Increase in customer demand



Customers expect to manage their accounts and services at a time that suits them. They want access to information in a variety of ways, 24/7 and we have to develop our self-service approach and functionality. In the UK, over 66% of people desire self-service.

- Launched new mobile app and customer portal.
- Have further functionality planned in future releases as part of the ongoing project.
- Planned approach to putting digital notice boards in our schemes.
- Part of updated sign up procedure will focus on digital onboarding.
- Robust digital adoption campaign plans in place for 22/23.
- Introduction of a new scorecard to track against measures.



Zero Carbon Agenda



We are almost half-way to ending the UK's domestic contribution to man-made climate change, and in 2019 the UK became the first major economy in the world to legislate to finish the job with a binding target to reach net zero emissions by 2050.

Inside Housing estimated in 2020 that it could that £104bn cost to decarbonise the UK's social housing stock, based on the average decarbonisation cost per property.

- Work with Assets and Development to understand the detail in their Zero Carbon Action Plan, to understand resource required from other areas of the business as well as impact to our customers.
- Have a robust customer communications and engagement plan, with a focus on education and purpose of the planned changes.



War on talent



Vacancies rose by 20% in the first quarter of 2021 but applications only increased by 4%, creating a gap that some business are addressing by promoting benefits and high salaries.

- Focus on highlighting the benefits that our MyLifestyle brings to potential colleagues.
- Work with external agencies where the role requires a specialist skillset.
- Supporting colleagues with personal development plans.



Market Trends & External Analysis Continued

External Trend

Challenges

Mitigating Actions

Skills and capabilities

According to Lloyds Bank's Essential Digital Skills Report 2021, in which more than 4,000 UK adults were surveyed, 64% of the working population currently have "Essential Digital Skills for Work". We know we have a digital skills and capability shortage within our current teams.

- New structures and roles have an increased digital skills requirement.
- Customer First training plan in development with People and OD to focus on skill need for new roles.
- Recruiting a digital skills trainer to assist in upskilling colleagues in the areas needed.
- New Digital Engagement and Coach roles in the new structure to support customers in gaining new skills and confidence when accessing digital services and new technology.

Regulatory and legislative

Social Housing White Paper announced that there would be a new Charter for social housing residents.

1. To be safe in your home
2. To know how your landlord is performing
3. To have complaints dealt with promptly and fairly
4. To be treated with respect
5. To have your voice heard by your landlord
6. To have a good quality home and neighbourhood to live in
7. To be supported to take your first step to ownership

This white paper sets out what the Government will do to ensure landlords live up to elements contained within the Charter.

- White paper action plan is in place and is tracked in Pentana.
- Keep watching brief on new consumer standards.
- Keep watching brief on impact of Decent Homes 2 standards.

Regulatory and legislative

Tenant Satisfaction measures - The Regulator of Social Housing is creating a new system for assessing how well social housing landlords in England are doing at providing good quality homes and services. Among other things, the system will involve a set of tenant satisfaction measures that social housing landlords must report on. People will be able to use these measures to understand how well landlords are doing.

- Opportunities were provided for our customers to be involved in the consultation.
- We will work to align the new satisfaction measures with our own satisfaction measures.
- Robust communication and training plan for colleagues and customers.
- Monthly reporting of results to the Executive Team and Quarterly reporting to Board.
- Annual reporting of results to the Regulator.
- Project team in place to make required changes to systems and processes.

Market Trends & External Analysis Continued

External Trend

Challenges

Mitigating Actions

Financial Constraints

Average construction and maintenance material costs are 23% higher than they were in August 2020

- We monitor the costs coming through from our contractors and assess value for money in all we do.



Financial Constraints

Trade body Energy UK have warned that gas and electricity bills could rise by up to 50%

- We have successfully locked in a two-year deal with our provider of gas and will look to do the same for our electricity. We predict this move has saved significant further costs for customers.
- As part of our 'Changes to your rent' pack, we've included information and tips on energy and fuel efficiency and will continue to share useful information to help our customers.



Financial Constraints

Statistics published by the Ministry of Housing, Communities and Local Government (MHCLG) put the number of empty homes in England in October 2019 at 648,114. This represents a 2.2% increase on the previous year's total. Our current Void loss is 2.9%.

- Introduction of choice-based lettings platform.
- Introducing void reporting to provide better insight.
- Introducing property marketing plans – Communications and Marketing working in partnership with the Neighbourhood Teams.



Financial Constraints

Rent is increasing by 4.1% in April 2022 and due to ongoing external cost increases on energy prices and building materials from our contractors, we will also see a significant increase in our service charges.

- Signposting to financial support
- Welfare advice and guidance specialist roles
- Implementation of Mobyssoft (RentSense) to focus resource and enable the team to have more meaningful conversations earlier on with customers.



Financial Constraints

Inside Housing reported in 2021 that rent arrears in the sector have exceeded £1bn during the COVID-19 pandemic.

Our current arrears are 1.38% against target of 1.5%.

- Universal credit action plan in place.
- Partnerships with supporting charities, such as Step Change.
- New Rents and Service Charge and Income roles within Customer First Structure.
- Implementation of Mobyssoft to focus resource and enable more meaningful conversations earlier on with customers.



Our Personas and Customer First



Fred

Fred is 78 and chose to downsize after his wife passed away. He recently moved to an independent living scheme. Our Community Wellbeing Officers have been helping him settle in and as Fred wants to maintain his social life and activities, the team are supporting him with what's on in and around the scheme to help him retain his independence as he gets older and adjusts to life on his own. He likes to know what he gets for his money, so communications is incredibly important. For now, Fred is in good health, but likes to know he has tailored options and choice available if he needs it. He is happy to engage and provide feedback, as long as he feels action is being taken.



Una

Una is 58 and has lived with JJ for over 10 years. Mary has recently moved from a general let home to an independent living scheme. Her children recently left home and she wanted to increase social activities, meet new people and reduce isolation. Her husband passed away a number of years ago, he was ex Armed Forces which contributed to the decision to live with JJH. She is digitally savvy, so found the new choice based lettings online system really useful. Una opted out of morning calls but is excited about the investment plans and digital offering from Astraline as her needs may change Change in the future. Una still works but likes to help shape services and has joined our Scrutiny panel.



Joyce

Joyce is 85, lives alone and has Dementia. She is supported through Astraline and her Next of Kin have Power of Attorney. Joyce has lived with us for over 30 years, loves her routine and can get frustrated when things change. Our Community Housing Officers work closely with the carers Joyce has four times a day and also her next of kin who is in receipt of Joyce's carers allowance and can manage her home through the next of kin functionality within our new portal and app. Her Dementia diagnosis has affected her ability to live completely independently and we've worked with Astraline to gain some additional support and wears a radar band as she sometimes wanders.



Jason and Holly

Are recently married and have just bought their first home through shared ownership, as they look to start a family. They moved to shared ownership after renting for many years. They are more than happy to get on with their day to day lives and only contact us if they really need to. They want clear service charge costs and value for money and our Neighbourhood Lead for Leaseholder was able to provide support to explain the ins and outs of being shared owner, such as what is included in their lease, how they purchase additional shares in their home or extend the terms of their lease. That specialist knowledge, really helped them with their decision to become a shared owner.



David

David is 43 and became homeless following a relationship breakdown, leaving his family behind. He has recently started living with us in one of our general let properties. Currently unemployed and in receipt of universal credit, our Community Welfare Officers have worked with David how he could maximise and manage finances. We also worked with local support groups to gain access to a furniture package and helped him secure a job after working with a job coach. David's confidence has grown massively, and our Digital Engagement Coach is now supporting him further with digital skills so he can manage his home, his way at a time that suits.



Our approach to customer engagement



NEIGHBOURHOOD
DROP INS



DIGITAL
CONFERENCE



SCRUTINY
ACTIVITIES



ANNUAL
CUSTOMER
CONFERENCE



ESTATES AND
REPAIRS FORUMS



FACE TO FACE



DIGITAL



ENGAGEMENT
WORKSHOPS



GET TO KNOW
YOUR SERVICES



OUTCOMES

FEEDBACK

DELIVERY

Key Elements of Our Strategy

- 1 Know our customers better, enabling us to offer more choice and tailored services
- 2 Offer additional 24/7 services, which allows customers to manage their home, their way
- 3 Help customers, who want to make that step to digital, increasing their skills and confidence and creating that much needed flexibility in the way they engage with us
- 4 Increase the skills and specialisms within our Neighbourhood Team
- 5 Grow our front-line teams to increase our presence and support, adding value to the services customers receive
- 6 Offer a customer engagement approach that is fit for the future and demonstrates that we listen and act on feedback.

Our Financials

- £ Our Customer First Roadmap is supported by a Cap-Ex budget of £905,000 for 22/23
- £ We have £20,000 in to support our resident engagement plans
- £ We have £20,000 in to launch our digital engagement offer to support our customers move to digital
- £ We have £25,000 in to support our annual resident conference
- £ We have £30,000 in for marketing initiatives to support our customers move to digital
- £ We have £8,000 to support people gain access to digital equipment



Our Partners



upland Rant & Rave

Housing
Ombudsman Service



Our Risks and Mitigations



JJH RISK OS 01a Reduced Customer Satisfaction



JJH RISK OV 01a Increased Arrears due to Universal Credit/Impacts of the Post Pandemic Economy



JJH RISK OV 01e Voids Loss Increases



JJH RISK OV 01f Increased arrears due to Benefits not covering the cost of Specified/Exempt Accommodation



JJH RISK OV 02b Failure to Maintain G1/V1



JJH RISK OV 03a Projects not delivering expected/required results



JJH RISK OP 01a Insufficient Capacity to Deliver the Strategies, Adversely Impacting the Business Plan

What External Assurance Do We Put in Place?



- Customer First Strategy
- Internal Audit (Project Management)
- Internal Audit (Customer)
- Internal Audit (E,D&I)
- Internal Audit (Procurement)
- Internal Audit (Value for Money)
- Tenant Satisfaction Measures (In place from Autumn 2022 after customer consultation)
- Asset Management Strategy