



**Yorkshire
Housing**

Customer engagement impact report

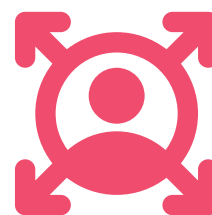
How customers have been involved in
shaping our services
January - March 2026
Quarter 4



Customer Engagement and Community Independence Teams

Yearly: How our customers have made an impact this financial year

April 2025 – March 2026



*Figures include formal customer engagement and engagement with customers in the community, schemes and community centres. Some customers have been engaged multiple times. Services shaped calculations method changed from Q3

Quarterly: How our customers are making an impact in quarter 4



Quarter 4, January - March 2026



4,201*

Customers engaged



8,162*

Hours of engagement



2

Focus groups and scrutiny sessions



1

Policies co-designed



4

Community grants



154

Extra care scheme events



21

Service shaped



212

New Your Voice Matters customers



25

New Your Voice Matters Facebook group customers



1,248

Hours of volunteering

*Figures include formal customer engagement and engagement with customers in the community, schemes and community centres. Some customers have been engaged multiple times.

Highlights of our engagement activity

Quarter 4, January - March 2026



No access policy

Number of customers engaged - 233

Hours of engagement – 43

Background

If we book an appointment to visit a customer's home and when we arrive for the appointment we can't get inside, this is called 'no access'. Currently, we do not have a No Access policy and would like to create one to make sure we have a standardised process for colleagues and customers and to help reduce the number of no access cases we get. As this policy will have a big impact on customers, we wanted to make sure that we've taken their feedback and opinions into account when creating it. We created an online survey that was sent to our involved customer group, Your Voice Matters, and also to 558 customers who'd had a case of no access between October and December 2025.

The survey covered three key areas:

1. Safety check (e.g. gas safety, electrical safety, fire safety, asbestos)
2. Routine repairs
3. Home improvements (e.g. new kitchen or bathroom)

Feedback and impacts

High level take aways from the survey results:

- **Smaller and clearer appointment time windows** - Customers asked for much narrower time slots instead of long windows like 12:00–17:00.
- **Better accommodation for working households** - Many customers highlighted the need for evening or weekend appointments because daytime access isn't always possible for those who work standard working hours.
- **Improved understanding before enforcement** - Customers want us to understand the reason for failed access before making assumptions, especially where cancellations were agreed or where contractors were at fault.
- **Appointment reminders** - Many customers want earlier notice, clear confirmation that an appointment has been booked, and reminders closer to the day. Particularly a message the day before and a call or text when the operative is on the way.
- **Control over appointment booking** - Customers want more choice and control to select or rearrange appointments easily, rather than being given fixed dates that may not suit their circumstances.

39%

Of surveyed customers wanted to be notified about an appointment via SMS text message

28%

Of surveyed customers wanted to be notified about an appointment via email

25%

Of surveyed customers wanted to be notified about an appointment via a letter in the post

Customers were asked what would help make sure that we could gain access to their home for an appointment on the first attempt and the top three answers were:

1. Reducing appointment window to shorter time slot (e.g. 12pm-2pm not 12pm-5pm)
2. Selecting your own appointment date and time
3. Being able to easily change your appointment date and time

“What about starting to care about working people who are not at home during the day and offering your checks during the weekends or late evenings?”



“Depending on the reason of why the entry was unable - consider where the fault lies. If the contractor is partly responsible the tenant shouldn't be penalised.”

“I would hope that after each failed attempt a housing support officer would speak to the tenant to establish if there is a problem.”

“I receive text messages and letters. Reminders are great a day before so if anyone forgets they have time to cancel and reschedule.”

Next steps

The feedback has been passed over to the service areas and changes will be made based on the customer feedback. To see more details on the feedback, check out the ‘so what’ section of this report on page 14.

Customer portal test labs

Number of customers engaged - 20

Hours of engagement – 20

Background

We're continuing our work with the Salesforce Programme on the development of our new Customer Portal. As the portal is designed specifically for the use of customers and to make their journey with us as simple as possible, we wanted to make sure that customers were involved in its development.

In January, a group of eleven customers attended a workshop where they were given the first look at the new portal. And in February thirteen customers joined us to give further feedback during another test lab.

Feedback and impacts

The customers tested the look, feel and navigation of the portal, giving us a clear view of how it works in real use. The feedback was really positive, with customers finding it easy to use and highlighting a few helpful improvements, particularly around accessibility. Customers also told us they felt genuinely listened to throughout the process, and the sessions have given us exactly the insight we need as we headed toward release.



"I felt my suggestions were listened to and taken on board. I look forward to the new portal being available to use and hope our suggestions for improvements come into fruition."

"It was enjoyable and interesting, and I felt as if we were contributing something useful and helpful. I'd be happy to contribute further in the future if needed."

Next steps

The portal is now live for all customers to use! We'll be making lots of improvements to the portal as we develop it further. We'll be putting in some additional features that'll make it more user friendly and don't worry, we'll be consulting customers all the way so its suitable for their needs.

Customer rewards and incentives

Number of customers engaged - 54

Hours of engagement – 18

Background

We wanted to make sure that our approach towards rewards and incentives for customers aligns with what our customers think we should be offering. We sent a survey out to Your Voice Matters and held a focus group to inform our approach to offering a more consistent way to reward customers for taking part in engagement activity.

Feedback and impacts

Survey results showed:

- 61% say rewards don't change their views of Yorkshire Housing
- Most customers say rewards make them more likely to take part (70%)
- Expectations are mixed: 48% do not expect rewards, 30% do expect them, and 10% are unsure.
- Preferred reward format is flexible gift vouchers
- Customers recognise that rewards are a way of YH valuing their contributions.
- Half of respondents felt that rewards should be linked to the time taken to complete an activity.

“It makes me happy to have a value for my time/feedback, but my own opinions help shape Yorkshire housing and give an honest opinion rather than say I love it to get a freebie.”



“If something is going to take a significant time then expenses should be covered if it is in person or a token reward as a thank you.”

Focus group feedback:

- There was a fear of rewards/incentives impacting on how genuine customers would be when giving us feedback. Customers had some ideas in how we mitigate people ‘getting involved for the voucher.’
- Linking the value of rewards/incentives to National Living Wage – therefore offering fair reimbursement to customers of working age that may need to take leave from work to attend engagement activities.
- Demonstrating outcomes to customers from their effort in engagement activity is important for continued participation.

Next Steps

We're developing an internal procedure for how we manage rewarding customers moving forward to ensure we're offering a consistent approach. We'll also be working with the customers who've already been involved to continually monitor our approach to make sure it's still the right thing for us and customers. We'll also work with them to produce some information we can share with customers when they join Your Voice Matters to set clear expectations.

St Andrews Grange

Number of customers engaged - 22

Hours of engagement – 22

Background

We're working more closely with new build estates to make sure that customers have everything they need when moving into their homes. As large groups of customers move into new build estates around the same time we're aiming to help the transition be as smooth as possible, resolve any issues at first contact where possible and create a sense of community from the start.

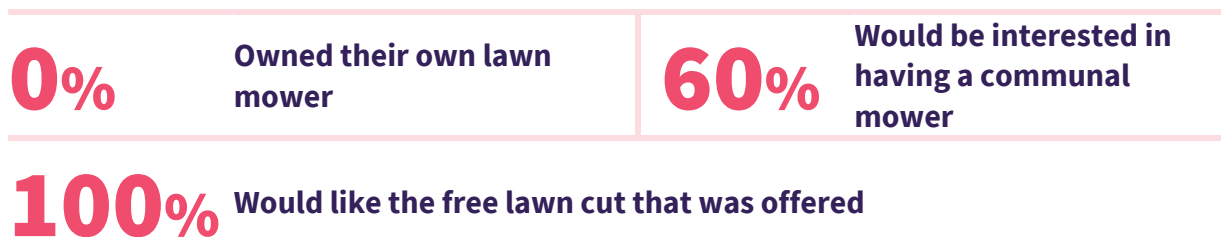
In February a residents meeting was held along with site visits that raised ASB concerns over:

- Loud cars and music
- Littering
- Drug paraphernalia dumping

Customers were also sent a survey to complete around the maintenance of their lawns that included the offer of a free one off cut service.

Feedback and impacts

Results from the survey showed:



Based on this feedback we went ahead with the one off free lawn cut. After the cut, a survey was sent to customers to see how they felt about it and the survey received an excellent response. Every customer that responded expressed an interest in either a communal lawn mower scheme or some form of assistance.

Next steps

A mock profile contract for a communal lawn mower has been sent to Health & Safety for review, and while we await approval, we're exploring the option of offering garden vouchers without prescribing how they must be used.

Alongside this, we've begun early CCTV consultation work with the Housing Officer following the reports of ASB in the flats. We'll continue gathering views at the Easter event to ensure we capture a wider range of voices before any proposals are put forward.

Customer awards

Number of customers engaged - 23

Hours of engagement – 23

Background

We wanted to make sure that our engaged customers who go the extra mile were shown the recognition they deserve. We decided to create a new annual awards event that's a celebration of the customers who go above and beyond to support their neighbours, strengthen their communities, and make Yorkshire Housing a better place to live.

We created an online nomination form and encouraged all colleagues to nominate customers in the following categories.

- Neighbourhood pride
- Good neighbour
- Customer voice champion
- Community connector
- Everyday hero
- Volunteer of the year
- Inclusion and diversity advocate
- Young community leader (under 25)
- Outstanding contribution to YH

You can read more about the nomination process [here](#). A panel of non-customer facing colleagues then judged the nominations and selected the winners.

Feedback and impacts

Colleagues from all over the business stepped up and 48 customers were nominated for the awards. All nominated customers were invited to the awards ceremony for an evening of food, conversations and winners. 23 customers attended the awards ceremony and the evening was a huge success, customers thoroughly enjoyed it.

“Thank you very much for such a lovely evening. It was wonderful to hear all of the achievements. My son thoroughly enjoyed himself and it was wonderful to see his face when they won.”



“Thank you for a wonderful evening, and a very delicious Easter egg which me and the kids have thoroughly enjoyed.”

“Thank you for an amazing evening, it was a honour to be nominated and then to win an award .”

“I’d also like to say a huge thank you for the award — it was completely unexpected and very much appreciated.”

Next steps

We've taken on feedback about how we can make the nomination process easier to complete and simpler for the judges to make their decision. We'll be using this feedback to adjust the process for next year's awards.

Community Champions – Oak Grove

Number of customers engaged - 12

Hours of engagement – 2

Background

Community Champions are a staple part of our engagement function now. We've worked closely this quarter with the champion for Oak Grove in Leeds to hold an engagement event for customers in the area to attend. The event marked the culmination of a huge amount of hard work from several teams across the business, all contributing to the Engagement Team's community champion pilot. Using customer data and colleague insight we identified the right place and the right person to help us run the pilot, pre-emptive and customer-obsessed.

Feedback and impacts

The response from customers in the community was overwhelmingly positive. During the event many told us how pleased they were with the improvements that had taken place in the area recently and the effort that's been put in over the past couple of months. This was largely due to us working closely with the Community Champion for that area.



“It's a different place around here. We're all so pleased. Thanks to everyone at Yorkshire Housing” – Community Champion, Oak Grove.

Next steps

We'll be using the learnings we've gathered from this Community Champion location and applying it to other areas that are in need of a Community Champion.

Community grants panel

Number of customers engaged – 5

Hours of engagement – 11

Background

We provide grants to help customers and local community groups bring their ideas to life. From improving green spaces and starting new groups to running activities and lunch clubs. Applications are reviewed and scored by the Community Grants Panel, which includes Yorkshire Housing customers alongside colleagues. This shared approach helps ensure funding is directed to projects where it can make the greatest difference.

This quarter we also conducted an evaluation survey of the panel to see what customers thought of the process and if they had ideas on how it could be improved.

2 Panels were held to discuss the grant applications	1 Survey was sent to customers to get feedback on the grants panel process
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Feedback and impacts

The panel made the decision to fully fund four of the applications for the following projects:

- Pizza Pals CIC were awarded £1,200
- Friends of Meadowside were awarded £2,500
- Barnsley Pride were awarded £2,000
- St Austwick Street Market were awarded £480

4 Grant projects were fully funded	2 Grant projects were not funded
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Results from the evaluation survey that was completed by 4 panel members showed that customers:

- Valued both surveys and then discussions so that they can hear other people's views on the applications and see different perspectives.
- Enjoyed the flexibility of being able to participate when they have time and not needing to attend every session or complete every survey.
- Wanted more detail in the applications.
- Found the 2 week timescale for reviewing applications was quite or very manageable.

Next steps

You can read more about the changes we'll be making to the grants panel based on the feedback from the survey in the 'so what' section on page 16.

Feedback Forum

Number of customers engaged - 5

Hours of engagement – 10

Background

This quarter the Feedback Forum was refreshed and soft-launched to create a clearer, more meaningful way for customers to share feedback, including complaints, suggestions and compliments. The new approach focuses on making it easier for customers to tell us what's working, what's not, and where we can improve, while ensuring their feedback is passed to the right teams to act on.

Feedback and impacts

The new look Feedback Forum is now fully up and running, with customers completing their feedback and the business actively responding. Complaint reviews have been shared with the Customer Experience Manager, who has worked through these in detail and begun refining the questions we ask to gain stronger insight into how we handle complaints and ensure alignment with the Housing Ombudsman Code.

Customer suggestions have been shared with relevant business areas to consider, and we've worked closely with the People Team to ensure compliments submitted through the forum are included in our refreshed approach to recognising colleague success.

Customer feedback from the soft launch has also directly shaped how the forum looks and works.



“From what I’ve read, the complaints process shows some strong positive steps. It’s clearly set out, transparent, and easy to follow, which makes the overall complaints journey feel more open and reassuring.”

Next steps

We're preparing for a wider relaunch of the Feedback Forum in quarter 1 of 2026–27, building on the success of the soft launch. Further refinements will be made to the questions asked to strengthen learning and improvement, particularly around complaints handling. The Feedback Forum will continue to share customer insight across the organisation, and will now play a leading role in judging the Customer Impact Award, helping to recognise colleagues who make a positive difference for customers.

The ‘so what’ of our engagement activity



Quarter 4, January - March 2026

Check out the difference our customers have been making with the feedback they’ve been providing. Some of the projects included in this section are from previous quarters as changes have only recently been made based on the feedback customers have given.

Customer portal testing	
Customers said...	We did...
You told us the layout of the old portal was clunky and difficult to use.	We’ve designed the new portal with this in mind, making sure all the features are easy to find and easy to use.
You told us you were tired of waiting for responses from the old portal.	The new portal sends your queries to right team first time, this gets customers a quicker and more accurate response to their queries.

Customer annual report	
Customers said...	We did...
Although the majority of customers found last years report very easy to read and liked the overall length and format, a small portion found it a little too long.	We plan to offer the full report in the same PDF format as last year but also offer the information on a page of the website where it will be shorter snapshots of the report.
57% of customers said they would be more likely to read the report if it was displayed as a page on our website.	We’ll be creating a page on our website to hold shorter snapshots of the report. The customers will still be able to access the full PDF report from this page.
Customers did not want us to reduce the number of service areas within the report. However, as some customers felt the report was a little too long, we asked customers to rank the service areas from most to least important in the report. Repairs came first, with Community Independence coming last.	We have adjusted the word counts and space for each section based on how important the customers rated that service area. The more important customers rated the service area, the higher the word count and space it has been allocated in the report.

Customer rewards	
Customers said...	We did...
Customers welcomed engagement incentives in the form of gift vouchers.	We'll continue to use our voucher system Evouchers where customers can select to redeem their voucher from a large list of retailers.
Customers wanted to be able to use the balance of any rewards against current rent payments or arrears.	This isn't something we're currently able to facilitate but we'll be investigating this and the potential of using a system like Housing Perks that could offer this option.
In the new customer portal customers would like to be able to use it as an interactive engagement platform where they can access a log of engagement activities they've been part of and possibly integrate a points system.	This is something we can investigate in the next 6-12 months as the portal has just launched and the main focus will be making sure it's useable it for every day processes. Once these are embedded successfully we can approach the team about using it for engagement purposes.
Offer a prize draw for gift vouchers for any surveys or engagement opportunities that take under two hours.	We'll bring this method in from quarter 1 of 2026-27.
Introduce a monitoring system, so we can see which customers have completed surveys and how many, whilst keeping responses anonymous, in order to offer a reward to customers once they've completed a set number of surveys.	We don't have the tools to monitor engagement in this way currently without it being extremely time consuming for colleagues. We'll investigate if there is a reliable and quick way for us to track this data.
Review Crew sessions, Feedback Forum and other regular customer groups where we're asking customers to complete tasks over two hours long, attend in person workshops, or attend online meetings to further understand customer insight will be subject to customers offered a voucher as an expression of gratitude for their time and effort.	We'll continue to work in this format for our more regular customer groups that require a larger time commitment.
Continue to maintain some flexibility - in order to use incentives and rewards to increase participation in projects should this be needed.	We'll make sure the benefit of incentives is considered for each engagement project we run.
Use the National Living Wage as a basis for the amount that is offered in gift vouchers.	We'll continue to calculate the gift voucher amounts based on National Living Wage.
When travel is needed for customers to attend engagement session, these expenses should be reimbursed and lunch should be provided or a lunch budget given.	We'll continue to work in this way.

No access policy	
Customers said...	We did...
Provide shorter, clearer and more precise time slots for appointments (e.g., 1–2 hour windows rather than AM/PM or 12–5pm).	This is not possible yet. We're working on improvements in our systems and scheduling, including Salesforce we're working towards clearer and more precise appointment time slots wherever possible.
Offer 'on the way' updates via SMS text or call when operatives know they're arrival time for an appointment.	We have recently launched the new field services app for colleagues and this functionality is available. The introduction of Salesforce Field Service Mobile gives operatives better visibility of their jobs in real time, helping us improve communication with customers when operatives are on their way or running late. This supports more timely updates by phone or text and helps manage expectations.
Make sure operatives knock clearly, wait long enough, and attempt contact before leaving a "no access" card as vulnerable customers or those with disabilities may take longer to answer the door.	Alongside process changes, we've reinforced clear expectations with operatives using the Field Service app about access checks, waiting long enough, and making reasonable contact attempts. This is especially important for customers who may need more time to answer the door.
Offer more flexible appointment times, e.g. evenings and weekends, so that customers who work standard full time hours don't have to book annual leave to be home for appointments.	Due to current contractual arrangements and operational capacity, we can't always offer evening or weekend appointments. Improved scheduling and visibility through Salesforce helps us make better use of available capacity. We focus on offering the most suitable options available and being clear with customers about what's possible.
Allow customers to choose dates and times that fit around work, childcare, school runs, or caring responsibilities. They should be able to choose an appointment time, not be automatically allocated one that may not suit their availability.	Customers now have more choice and control through our new Customer Portal, which allows them to view and manage their appointments alongside other services. This reduces automatic allocation and supports appointments that better fit around work, childcare or caring responsibilities.
Customers should be able to easily change their appointment time if they are no longer available.	The launch of the new Customer Portal will make it easier for customers to manage their requests online and keep their information up to date. This supports customers to flag changes early and helps us reduce avoidable no access cases.

No access policy	
Customers said...	We did...
Provide earlier notice of appointments and give clear confirmation when an appointment has been booked.	We do try to give plenty of time to provide customers with notice before appointments unless it's an emergency. These are scheduled in and the customer is informed via a letter, text or email. We've improved appointment confirmations through system changes linked to Salesforce and the new portal. Customers receive clearer information about their appointment, including confirmation and visibility of upcoming repairs.
Send appointment reminders. Especially if the appointment has been booked several weeks in advance the customer should receive a reminder one week and one day before the appointment.	Using customer contact details held in Salesforce and linked to the new portal, we're strengthening appointment reminders by SMS and email. This is particularly helpful where appointments are booked well in advance.
Communication about changes should be immediate. Customers should be notified if the appointment is changed, the operative is late but still coming or the appointment has been cancelled.	Real-time job updates through Salesforce Field Service will improve how quickly changes are visible to colleagues, helping customers be informed sooner if an appointment is delayed, cancelled or rescheduled. This avoids unnecessary waiting and frustration.
Investigate and understand the reason for no access before escalating to the enforcement team. Individual circumstances such as illness, emergencies, school runs, disabilities and mobility issues should be taken into consideration.	By joining up customer information, appointment history and case notes within Salesforce, teams have better insight before any escalation takes place. This supports fair decisions and ensures individual circumstances are considered before enforcement action.
Don't penalise customers when: <ul style="list-style-type: none"> Contractors fail to attend Appointments were cancelled in advance The operative arrived at the wrong time Internal communication failures caused the issue 	Customers won't be penalised where no access is caused by contractor non-attendance, cancellations made in advance, late or incorrect arrival times, or internal communication issues.
Contact customers about appointments through a variety of mediums, letters may get lost in the post so the customer may never have known they had an appointment. Use email and SMS text too.	We use a mix of letters, texts, emails and phone calls to contact customers about appointments. Customers will also be able to use the portal to review appointment's. The new Customer Portal sits alongside SMS, email, phone and letters, giving customers more ways to receive information and stay in touch.

Customer grants panel evaluation	
Customers said...	We did...
The information customers received before starting didn't quite help them to understand what the role would involve.	<p>Review the role profile and guidance document sent to panel to make sure this is clear and reflects the process in place.</p> <p>Continue to offer in person and online welcome sessions for panel members to talk through any issues or questions, as this was discussed as being helpful.</p>
Customers would like more information provided before scoring, to reduce the back and forth of checking financial information and other questions. The application should go through a thorough pre-screen and include any factual information provided by the applicant to the team.	<p>Work as a community team to ensure we are fully happy with the grant before sending it to panel. Continue to meet the applicant before application is sent to panel. Each application will be pre-screened and not automatically sent to the panel for review to make sure all necessary information to review the application has been provided.</p> <p>We'll work to create a small pro forma document for the team use so they can add in notes from meetings with the applicant, to ensure consistency is kept among the team. Share this with panel members with application at scoring stage.</p>
Make sure all applications have a clear and thought through benefit to YH customers.	Firm up the grant guidance to make this more explicit. Look to have this as a separate question to be addressed on the application form that the team make sure this is explicitly answered. If it doesn't have a clear for YH customers, the application won't progress to the panel.
A couple of the questions on the scoring system seem to ask the same thing and could be matched up better to where they appear in the application for ease of reference	We'll review the scoring criteria and adjust to avoid any repetition. Also look at scoring grades to ensure applicants are not getting lower scores if their project does not cover that scoring criteria.
Customers would like to stay with the current ad hoc rolling system with no more than 3 grant applications to score at any one time.	We will ensure no more than three applications are sent in one go to score. Any other applications will roll on to the next panel.
Customers would like the panel to be advertised more widely internally for Yorkshire Housing customers, but not wider to the public, as the current system we have is working fine for this.	Internally we will look at how we can advertise this more with customers. At new sign ups / newsletters / posters / leaflets etc.

Customer grants panel evaluation	
Customers said...	We did...
Customers would like to be able to save their scoring in case they can't complete the form in one sitting.	We'll alter the form so that customers can come back and edit their answers if needed.
Customers would like to see more video evaluations of the projects and the impact the funding has made.	We'll ensure we are capturing the stories in video and case study form.
Customers do not want video applications unless they specifically address all the questions we already have on the application form and are accompanied by the relevant financial information.	We'll only use this method where appropriate if an applicant is not able to complete the written application form. If video is being used, they will still need to follow the same format as the application form and answer all questions.
Hold the panel meetings on different days of the week.	We'll look to swap this round where viable. It may be the day session happens on a different day to the evening session. We'll still host day and evening panel sessions to suit.
Customers want us to look at other departments within Yorkshire Housing to see if they can provide further help and support to grant applicants over funding.	We'll again take this to higher management to see if this is what the business would like to do as part of its social value and colleague volunteering commitments.

How are we doing against our Strategy Targets



Quarter 4, January - March 2026

As was agreed at the November 2025 HPC meeting, committee signed off on a new strategy and with it a set of measures over the life of the strategy. A reminder of what was agreed is set out below :-

Measure	Target 26/27	Target 27/28	Current (24/25)
Customers who feel informed and listened to.	65%	70%	58 %
Customers engaged face-to-face each quarter- unique customers attending events or consultations.	500	500	220
Significant service changes made from customer input from either formal engagement or suggestions e.g repairs policy, vulnerable customer policy.	1 per quarter	1 per quarter	2 annually
Growth in Your Voice Matters panel.	+20%	+20%	300 members
Satisfaction with engagement opportunities from post event feedback.	70%	75%	62%

We have been measuring these in Quarter 4 and will bring numbers along to each of the meetings with an ability to track against those as we proceed.

Our year end numbers look as follows:

Customers who feel informed and listen to – Q4 = 60% so 5% growth to achieve in 2026/27
 Customer engaged face to face – Q4 = 454 so some increase required on average in 2026/27
 Significant Service Changes – Q4 = 21 so already in front of what is required for 2026/27
 Growth in Your Voice Matters – Q4 = 18% so 2% growth required in 2026/27
 Satisfaction with engagement events Q4 = 62% so 8% growth required in 2026/27

