

Customer engagement & community strategy

Showing up, listening and
making a difference together.



Customer engagement & community strategy

We want to be an organisation that has customer obsession at the heart of everything we do, every single day.



Mission statement

We're here to bring Yorkshire closer together, by listening openly and working side by side with our customers. Through trust, respect, and real conversations, we empower every voice to shape our services and strengthen the communities we call home.

Our goal is simple:

- To make Yorkshire feel smaller by creating opportunities to connect, feel heard, and see the positive difference we're making together.
- This strategy sets out how we'll do that by giving customers more voice, more influence, and more ways to connect with us and each other.



What this strategy is about

At its heart, this is about people, our customers. We want every customer to feel respected, informed, and genuinely part of Yorkshire Housing. This isn't about ticking boxes it's about changing how we listen and respond. It also makes sure we meet the **Consumer Standards** for **Transparency**, **Fairness**, and **Respect**, by showing customers how their voice shapes what we do, and by being open and accountable in every interaction.



What we want to achieve by 2028

- **More customers** feeling informed and listened to.
- **Stronger local relationships** through visible, community-based engagement.
- **Real change** in how services are designed, based on customer feedback.
- **Fair and inclusive** involvement that reflects the diversity of our customers and communities.

Because engagement isn't just about asking questions, it's about co-creation.

Current opportunities to get involved

We've already got some great ways for customers to shape what we do:

-  **Your Voice Matters Panel** – Our digital, online group allows customers to share their opinions and help design improvements from the comfort of their own home.
-  **Customer Feedback Panel** – This group ensures we handle complaints in line with the Housing Ombudsman's code of practice while also monitoring compliments and suggestions from customers.
-  **Customer Insight Committee (CIC)** – Our most formal group, feeding directly into our Board through its Chair. CIC oversees the entire engagement structure, reviewing performance and holding us accountable to ensure the customer voice is fully captured.
-  **Communi-Tea Events** – Informal drop-ins and chats held in local communities to connect with customers in a relaxed setting.
-  **Diversity Counts & Disability Network** – Customer groups championing inclusion and representation. These groups are gaining momentum, alongside valuable partnerships within our communities.
-  **Review Crew** – Our accessible scrutiny group offers quick and easy exercises that can be completed in a single day, saving the need for long-term commitments for customers.

Over the next few years, we'll build on this foundation – adding new ways for people to connect, influence, and belong.



How we'll do it

Our approach is built around **five pillars**, each with clear actions, real measures, and a focus on fairness, respect, and inclusion.



1 Say it straight *Honest conversations, clear expectations.*



- Co-create a **Customer Commitment Charter** with customers to set out mutual expectations.
- Host regular **'Ask Us Anything'** and **'Brew & a Chat'** sessions – online and in person, available in different languages or with translation support.
- Use **plain language** in all communications, tested by customer groups.
- Provide all information in customers' **chosen language** and **format**, including large print or audio.

Engagement measure:

% of customers who say they feel informed and listened to.



2 Grounded and local *Making Yorkshire feel smaller.*



- Set up local **Community Connectors** in every area - real people with lived experience to link place teams and neighbourhoods in every area. Aligned with Local Place Plans, this will strengthen community connections, improve collaboration, and make services and support feel more accessible across Yorkshire. These Connectors will receive comprehensive training, equipping them with the skills, knowledge, and resources needed to effectively engage communities, navigate local services, and foster strong, sustainable connections.
- Use **pop-up events**, **walkabouts**, and **estate inspections** to meet customers where they are.
- Partner with **local groups** and voluntary organisations to co-host events and build trust.

Engagement measure:

Number of unique customers engaged with each quarter.

How we'll do it



3 Make a real difference *Turning conversations into change.*



- Involve customers in **co-design sessions** for services like repairs, complaints, and ASB.
- Create **lived experience panels** to shape new policies.
- Share stories of change through **You Said, We Did** updates, newsletters and videos.

Engagement measure:

We will understand our impact and the difference our activity made and look at the number of service changes made as a result.



4 Listen and show up *Real listening, visible action.*



- Offer multiple ways to share feedback through surveys, SMS polls, QR codes and WhatsApp.
- Respond visibly and quickly to acknowledge feedback and explain what's being done.
- Train colleagues in **culturally competent engagement**, ensuring every customer feels respected.
- Record and honour customers' communication preferences.

Engagement measure:

% of feedback acknowledged and acted on within 10 days.



5 Always improve what matters *Keep learning, keep getting better.*



- Run quarterly **"What Matters to You?"** campaigns and **Customer Summits**.
- Use data to identify underrepresented voices and tailor outreach.
- Involve customers in **evaluating engagement** to find out what's working and what's not.
- Introduce **reverse mentoring** so leaders hear directly from customers and front-line colleagues.

Engagement measure:

Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.

How we'll make it work

Our approach looks a lot like this:

Tech...

- We'll make engagement easy, accessible, and seamless.
- Our Salesforce CRM gives colleagues a single view of each customer, helping us listen, record, and respond consistently.
- We'll balance digital and face-to-face options so everyone can connect in the way that suits them best. We will ensure that we are aware of customers who cannot or do not wish to engage with us online.

1

Data...

- We'll use data to target engagement where it's needed most.
- If certain communities are underrepresented, we'll reach out in person, not just online to ensure everyone feels welcome and supported. As part of our commitment to inclusion and continuous improvement, we'll soon be running a customer census to help us understand who is, and who isn't currently engaging with our activities.
- By analysing this data, we aim to identify patterns and potential reasons why certain groups or communities may not be taking part, whether due to accessibility, awareness, confidence, or other barriers.
- We'll use this insight to target engagement where it's needed most.
- We'll also track satisfaction, participation, and sentiment over time, then share what we've learned to help shape future collaboration and community culture.

2

Culture...

- Customer engagement is everyone's job.
- We'll empower colleagues to take conversations from keyboard to cuppa, embedding listening, openness, and fairness into everyday work.

3

Equality, Diversity & Inclusion (EDI)

Fairness and respect are at the core of this strategy.

We'll make sure everyone has equal access to engagement opportunities by:

- Providing **accessible venues, formats, and languages.**
- Tracking who's involved and identifying **who's missing.**
- Working with **partners** who know their communities best.
- Encouraging and supporting **underrepresented voices**, including young people, older residents, and minoritised groups.

Where we're not yet able to recruit a large or fully representative group of ethnically diverse customers, we'll actively partner with regional organisations and community networks to ensure those voices are still heard.

This collaborative approach means we can learn directly from trusted local partners while we continue building our own diverse customer engagement groups, ensuring no voice is left out of the conversation.

Diversity makes us stronger, and our engagement should reflect that.



How we'll measure success

Our approach to engagement starts at the grassroots level.

We know that meaningful involvement often begins with something simple such as attending a community event or activity, like a Communi-Tea, where people can build confidence and connections. From there, participants may choose to join Your Voice Matters, and over time, some go on to take part in focus groups, committees, or our Review Crew.

This natural pathway from friendly, informal engagement to more formal collaboration helps ensure that every voice has the opportunity to grow, be heard, and influence what we do.

To track our progress and stay accountable, we'll measure success through clear, transparent indicators and targets. We'll be open about progress, reporting regularly to customers, colleagues, and committees.

Measure	Target 26/27	Target 27/28	Current (24/25)
Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and actions upon the (TSM TP:06).	65%	70%	57%
Customers engaged face-to-face each quarter - unique customers attending events or consultations.	500	500	220
Service changes made from customer input from either formal engagement or suggestions.	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%

Our roadmap...

1



Mobilise:

When: Q1 FY 2025

What: Launch, internal training, stakeholder onboarding.

2



Implement:

When: Q2 FY 2025 – Q4 2025

What: Local pilots, start Community Connectors.

3



Review and grow:

When: 2027/2028

What: Evaluate progress, refresh KPIs.

4



Mid-term review:

When: Q1 FY 2026

What: Report to Homes & Places Committee.

Now, let's get cracking!

Consumer Standards

This strategy delivers on the **Transparency, Influence and Accountability Standard** by:

- Being open and honest about performance, decisions, and outcomes.
- Giving customers clear routes to influence services and policy.
- Ensuring fairness and respect are built into every interaction.
- Showing that customer feedback directly drives change.

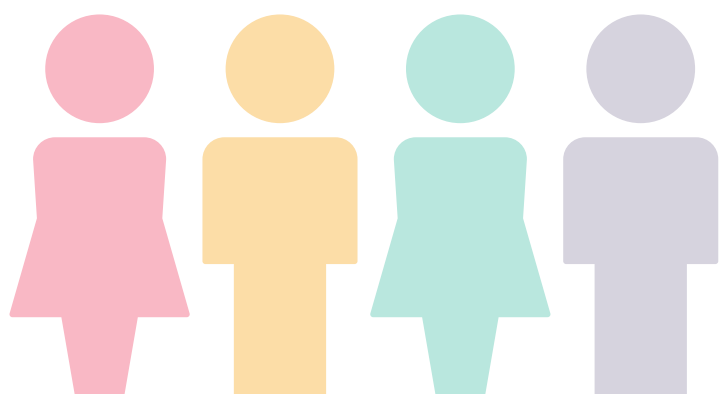
It turns regulatory principles into lived experience.

Progress against the strategy will be monitored by an annual review with Homes and Places Committee with support from the Customer Insight Committee across the year to ensure that it meets the required levels of transparency and accountability.

Where areas for improvement are identified, the Committees will challenge us to taken action, strengthen our approach and evidence the difference it made.

In a nutshell

This strategy is about **showing up, listening** and **making a difference together**. It's how we'll build trust, strengthen communities, and make Yorkshire feel smaller, friendlier, more connected, one honest conversation at a time.



Making a difference...

together