

CUSTOMER INFLUENCE STATEMENT 2009

OUR MISSION

Our Customer Influence Statement supports our Group mission of:
'Creating homes and supporting communities where people really want to stay'

This Statement and its accompanying Delivery Plan supports our Group Strategic objective of achieving sector-leading levels of resident endorsement through which customers and service users become great advocates of Bromford.

Bromford's vision is to be a market leader in customer service excellence, what we refer to as being a **Role Model Service Provider**.

For us Role Model Service is best evidenced by two things; Firstly, **demonstrating a deep understanding of our customers** and what they value about us so that we can consistently provide services that fit people. Secondly, **embedding exceptional customer focus in our culture**, demonstrating via our colleagues the behaviours we know make a difference to our customers and that they really value in dealing with us.

We also want our customers to **test the reality** of our service in support of our culture of continuous improvement so that ultimately we deliver **service experiences** and **colleague behaviours** that **customers will positively want to tell their friends about**.

OUR GOALS

For us, success of our Customer Influence activities will be being able to demonstrate to existing and future customers:

- Delivery of service improvement, future service options and product development driven by what we know customers value; we call this acting upon the **"voice of the customer"**.
- Consistently **high levels of service experience** and **value for money** for all users of our services – endorsed by exceptional levels of **customer advocacy** where we target to be amongst the top 10% of RSL's in published benchmarking by the TSA.
- **Communities where residents feel empowered** with options to change the way services are delivered to them at estate or neighbourhood level in partnership with us as landlord.
- Strong customer influence demonstrated within our governance arrangements particularly in **testing from a customer perspective how our strategy is translated into service delivery**.

We will deliver these goals through three main types of customer influence:

Influence over Service – the ways in which customers, including our service users, can shape our products and services ensuring step-by-step improvement of our reliability and increasing value for money.

Our objective is to ensure that at any one time we know what customers, and prospective customers value, including their ideas and aspirations, through a programme that measures and interprets their service experience – ‘the voice of the customer’. Decisions and investment in service modernisation planned across our growing Group will focus on delivering this value and eliminating waste.

Influence over Place – the ways in which all residents can shape where they live through increased opportunity in creating safe environments, influence over resources, local performance management and options over long-term stewardship.

Our objective is to place increased emphasis on local influence over neighbourhood quality and neighbourhood resources by residents themselves regardless of their tenure. We will continue our bottom up approach of engaging neighbourhoods so that what we are doing is what residents want locally. This will be the focus of our engagement activities – as experience has shown us that the majority care most about where they live.

Influence over Outcomes – the ways in which customers can participate in testing that deployment of the Group’s strategy serves the interests of customers, and holding us to account for our continuous improvement as a landlord in response to customer priorities.

Our objective is to deliver increased capacity for residents to have increasing influence within the business, including as members of all Boards within the Group. This includes equipping and training customers in a variety of ways so that they collectively reality check our progress and recommend improvements – effectively acting as regulators of the services they receive.

We will engage with as many of our customers as possible, recognising that outcomes may be different for particular groups within our diverse customer base.

1. So what will be doing differently? Proposed Customer Influence Priorities for 2009/10

The priorities to be achieved in 2009/10 are:

Influence over Service

- We have a programme focused on modernising our service offers as we align service experience across the group, which will be driven by Customer Insight - focusing on delivering customer value. Active residents will continue to be involved in our service improvement projects. Services prioritised for change include those that customers have told us matter most to them and where we have set business objectives to improve performance and value for money. These include:
 - Maintenance services, repairs, gas, estate services
 - Customer service contacts
 - New/Relet home and Sales services

A new measurable definition of role model service in relation to each service will be created, and published for customers. Value for money

improvement targets will be set with customers as part of the outcomes for each service plan.

- By March 2010 we will be using the combined insight of what we know about our customers, and the outcomes of service reviews to refresh and define the future Bromford offer around customer choice and tailored service options.
- A number of new Performance Indicators will be designed with customers, measuring customer experience including 'emotional indicators' such as reliability and value for customer's time, and how services 'feel', such as the level of personalisation of support services. By September 2009 these will feature in our performance reporting across the group at relevant cockpit levels to accompany advocacy reporting. By March 2010 customers will work with managers in setting targets for these PI's. Measures will be disaggregated to enable us to identify any variances between results for diverse groups of customers.

Influence over Place

- New resident Neighbourhood Taskforces will be formed by April 2009 - groups of residents who will lead on the development of local neighbourhood improvement plans, including local service/sustainability improvement targets. By April 2010 we will use these local plans to drive the prioritisation of Estate Investment Budgets overseen by the new Customer Influence Group – see below.
- We will provide opportunities for groups of residents to pilot new local Stewardship and devolved management service options at a neighbourhood/estate level with the target of 2 neighbourhoods piloting new stewardship models for the Group by June 2010.

Influence over Outcomes

- We propose to establish a new Customer Influence Group in April 2009 – a Group wide sounding board of customers supporting our Boards in testing how our strategy is translated into service delivery. They will test the expected business and value for money outcomes of service reviews prior to implementation of change, test whether outcomes are delivered and prioritise future service development priorities, based on sources such as the CIA inspection programme. The CIG will also be expected to act as a creative sounding board for new service and place shaping initiatives.
- We are completing recruitment to our group wide CIA (Customer Inspection Advisor) team in April and they will complete at least 6 service reality testing inspections by June 2010. Customer prioritisation indicates these will include Bromford Living's new MOT repairs service, Defects repairs services and Quality of empty homes. The CIA will have control over service areas to be inspected.
- A Resident Board Member Development Programme will be delivered - with succession plans in place for all Boards.

To keep this plan alive we will update our progress against it with six-monthly impact assessments with a full review of the plan in March 2010.