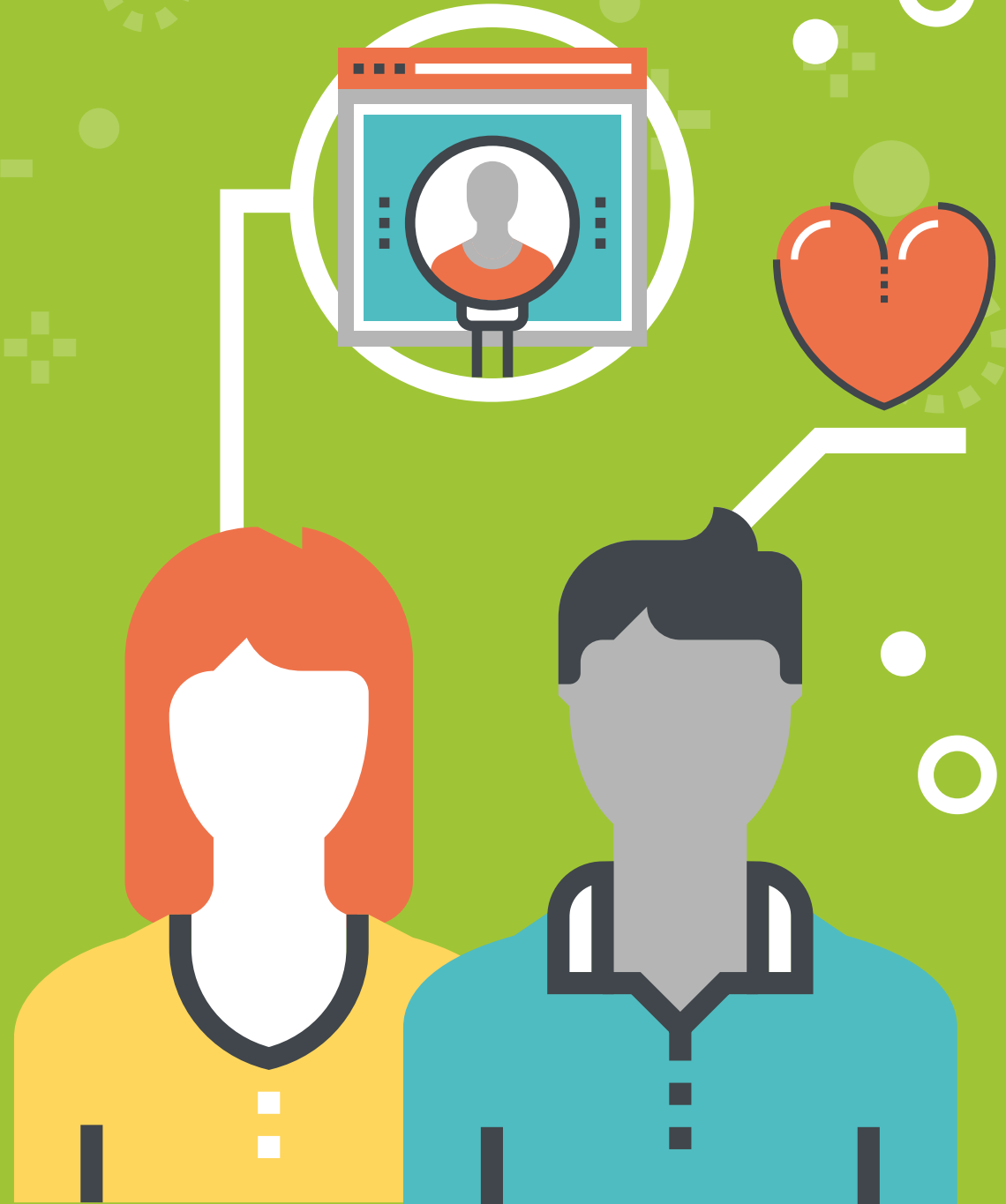




Customer Participation, Engagement and Communication Strategy

May 2025 to March 2028



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Building our Customer Participation, Engagement and Communication Strategy

Building our Strategy

Influenced by staff and tenant feedback

- We appointed ARK Consultancy in December 2024 to support our strategy development
- We surveyed all staff and held an interactive workshop with our staff team to empower them to share their views about tenant participation and engagement
- Using our digital survey platform, CX-Feedback, we surveyed our tenant population and received 166 responses
- A full datafile with the responses to the staff and tenant surveys underpin this strategy
- Our strategy is built on the foundations of that data and feedback – so meeting the needs of our tenants in east Castlemilk

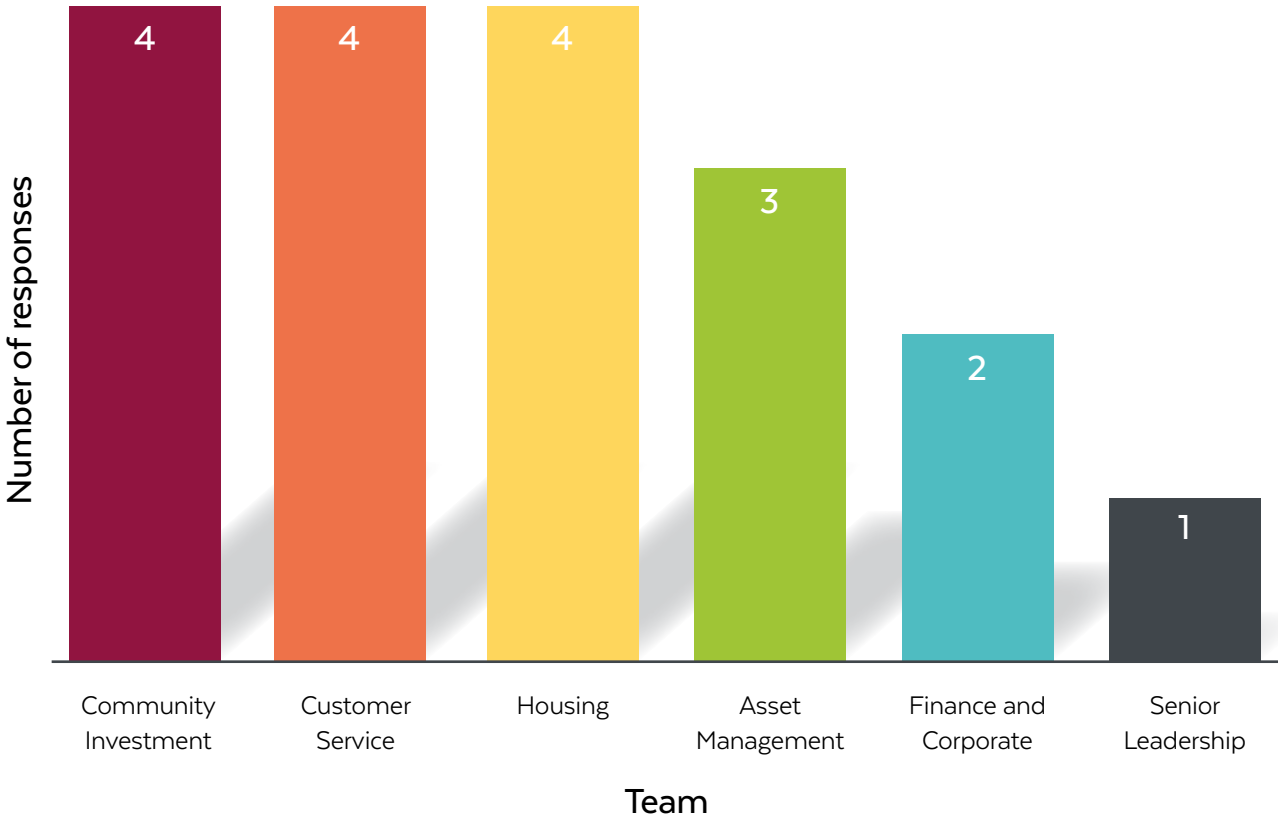


Building our Strategy

Staff survey results - January 2025



Survey Responses by Team



Building our Strategy

Culture and behaviours

Staff and board

Culture and behaviours

Tenants and residents

We need changes in culture and behaviour – if we are not professionally curious then we won't become technically competent.

Thouria Istephan,
Grenfell Inquiry Panel Member

Customers don't come first, employees come first. Look after your employees and they'll look after your customers.

Richard Branson

Residents deserve to be treated with understanding and respect. Regulation is not a tick box exercise. We must act with professionalism and competence and put people first.

Ali Akbor,
Grenfell Inquiry Panel Member

Ardenglen's Values and Behaviours

By providing aspirational homes and high-quality services we will transform communities to enhance the quality of life for our customers



- Customer and Community Focussed
- Accountable
- Innovative
- Equal access to opportunities and services to all
- Treating our customers with respect

We are committed to treating our colleagues and customers with respect and with equal value.



Building our Strategy

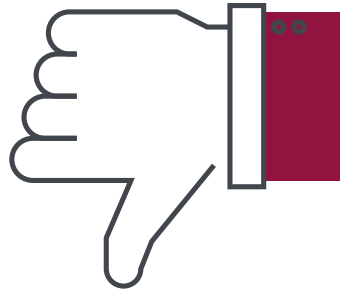
Culture and behaviours impact customer satisfaction

Five dimensions of Customer Satisfaction



Experience

Measures the quality of customer experiences and interactions with organisations



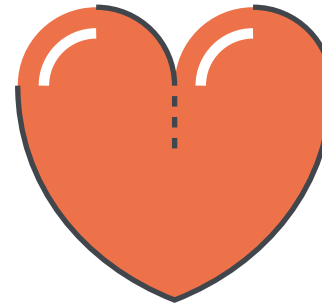
Complaint Handling

How organisations respond and deal with problems and complaints



Customer Ethos

Extent to which customers perceive that organisations genuinely care about customers and build the experience around what their customers need



Emotional Connection

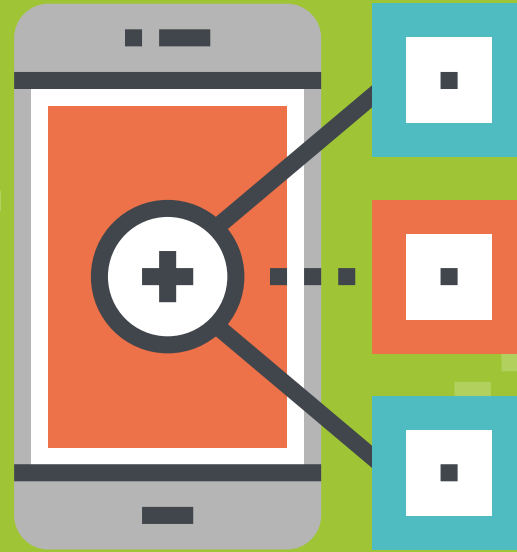
The extent to which an organisation engenders feelings of trust and reassurance



Ethics

Reputation, openness and transparency and the extent to which an organisation is deemed to “do the right thing”

Institute of Customer Service

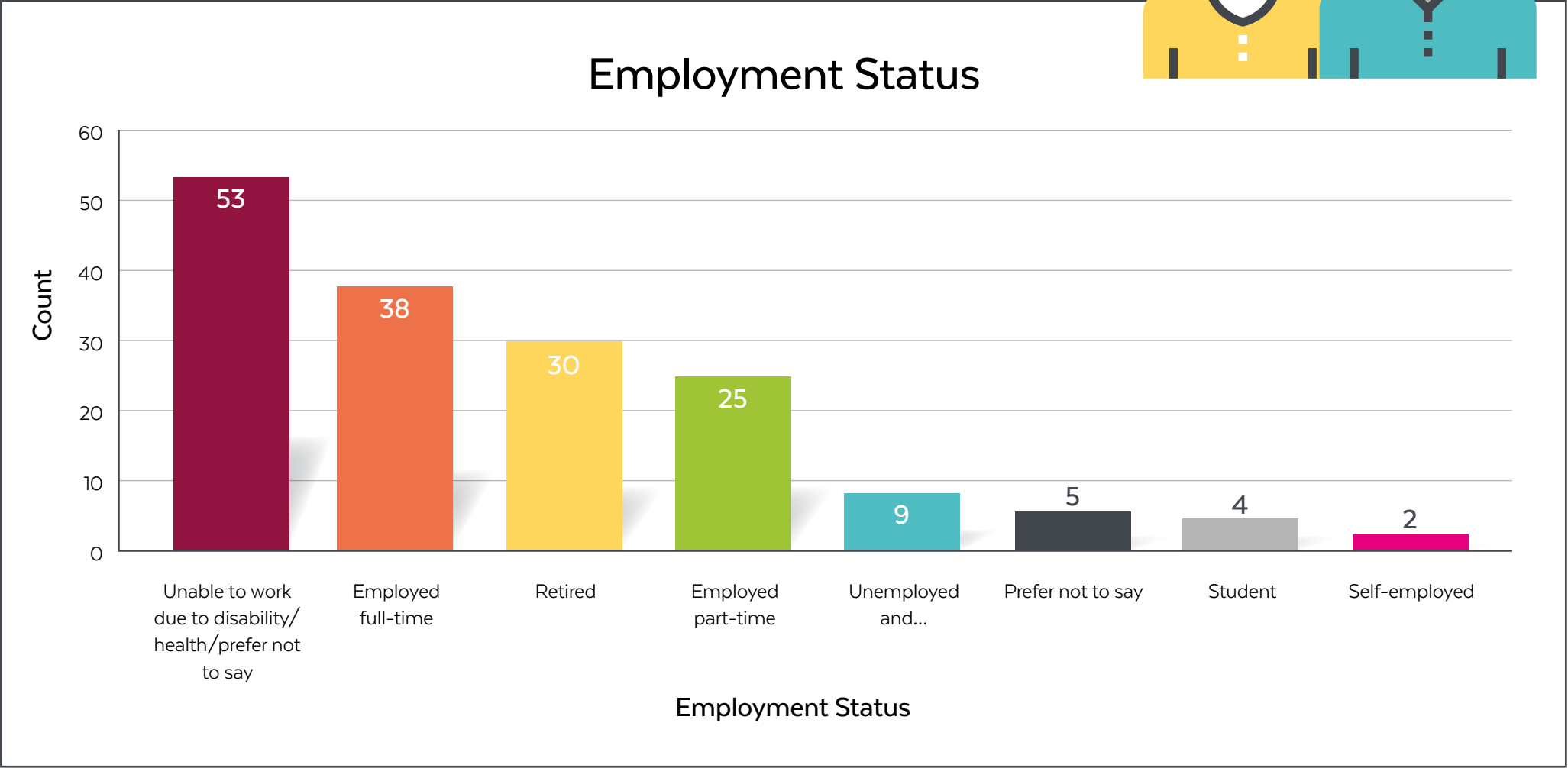


Tailoring our approach to the needs of our Customers



How we segmented our tenants

Segmentation based on employment status

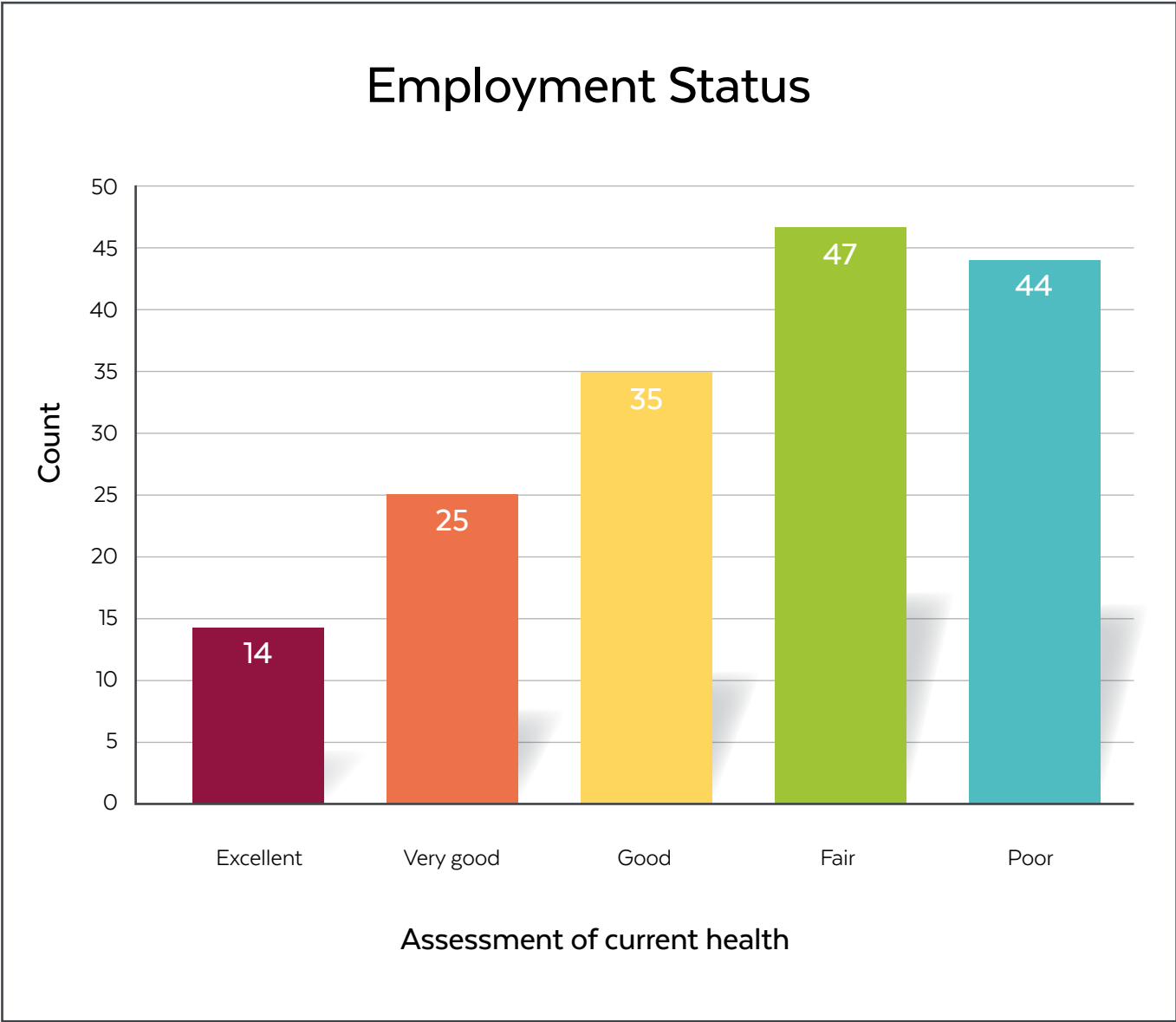


From this data we segmented our tenants into four groups:

- Employed full-time
- Employed part-time or self-employed or student
- Retired or unemployed
- Unable to work due to disability/health/prefer not to say

How we segmented our tenants

Segmentation based on overall health



We asked tenants how they rate their current health and if they expected any changes to occur in the next three years.

- 93 (55%) rated their health as fair or poor with 75 of these either retired/unemployed or unable to work due to health or disabilities
- 36 (22%) expect their health or mobility to change in the next three years Current Health Status



Understanding our tenants

Segmentation based on employment and health status

Our rationale

- The employment status and health of a tenant in east Castlemilk has the potential to determine the amount of time someone spends at home in the community, therefore impacting on their availability and desire to engage with us.
- 58% of survey respondents are retired, unemployed or unable to work due to their health
- 42% are in employment – full or part time or self-employed or are students

Our intentions

- To build on our current range of participation and engagement activities to meet individual needs
- To increase the quantity and quality of our interactions with our customers and future tenants
- To target our staff and financial resources in ways which will achieve the most impact
- To increase the influence of our tenants on key decisions that we make
- To ensure most of our tenants hear from us in ways that meet their preferences



Our new approach

Influenced by staff and tenant feedback

We will engage with our customers based on the following principles:

We will be **flexible**

Our approach will be clear about what, when, where, why, what and how we're doing something to ensure our tenants are satisfied

We will **communicate** in the way that our customers prefer

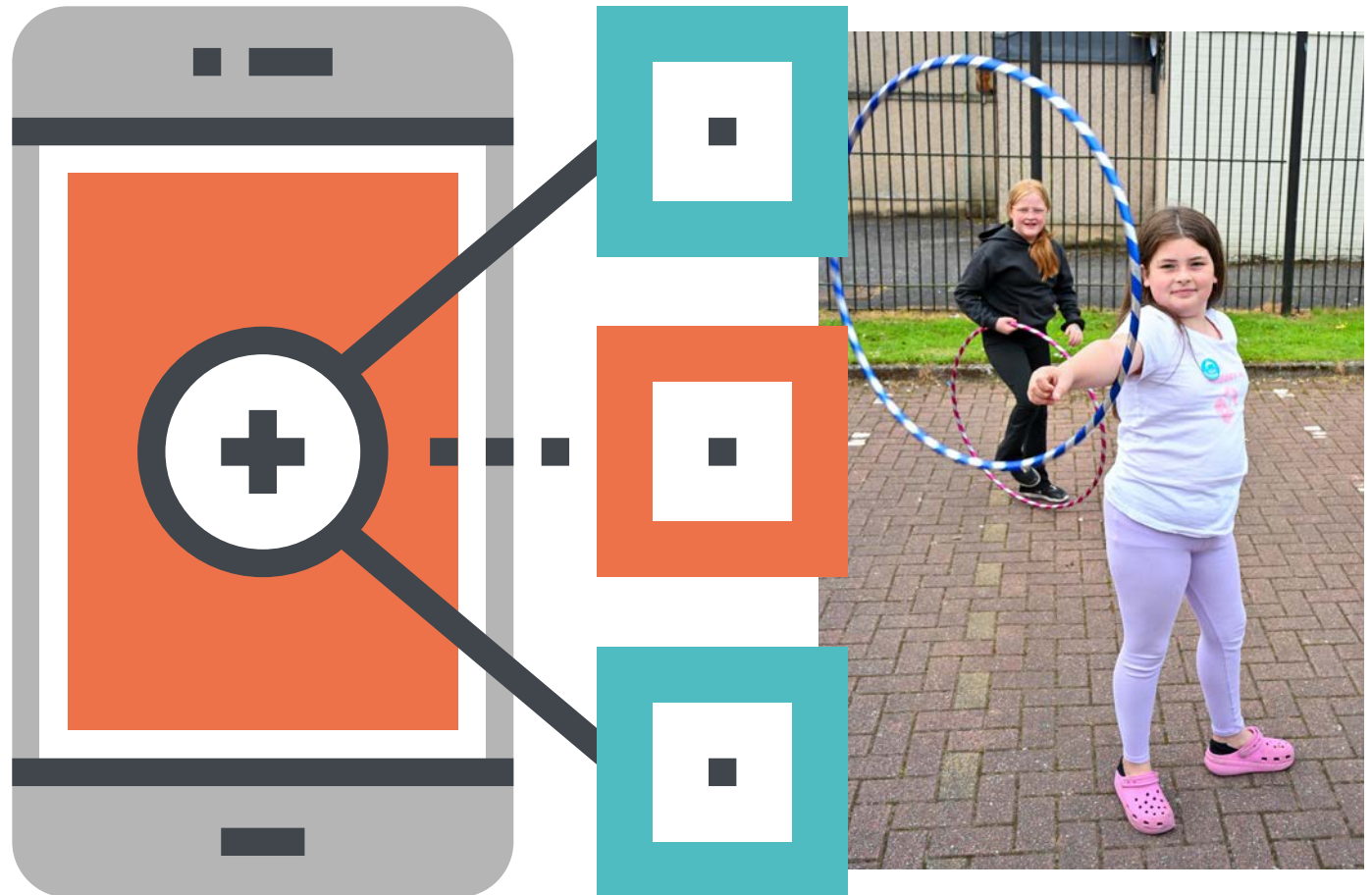
We will adapt to our tenants' preferred methods of communication

We will **increase opportunities** and minimise barriers

We will make activities accessible to everyone who lives in our community by ensuring that our data records are accurate about the health and disabilities of our tenants

We will **focus our resources** on the most popular activities

We will make best use of our staff and financial resources whilst meeting obligations of any secured funding streams



Our new approach

Flexibility
built into our
approach



Communication
adapted to
meet customer
preferences



Accessibility is
key: everyone
will be able to
participate



Resources will
be targeted for
effective use to
ensure value for
money

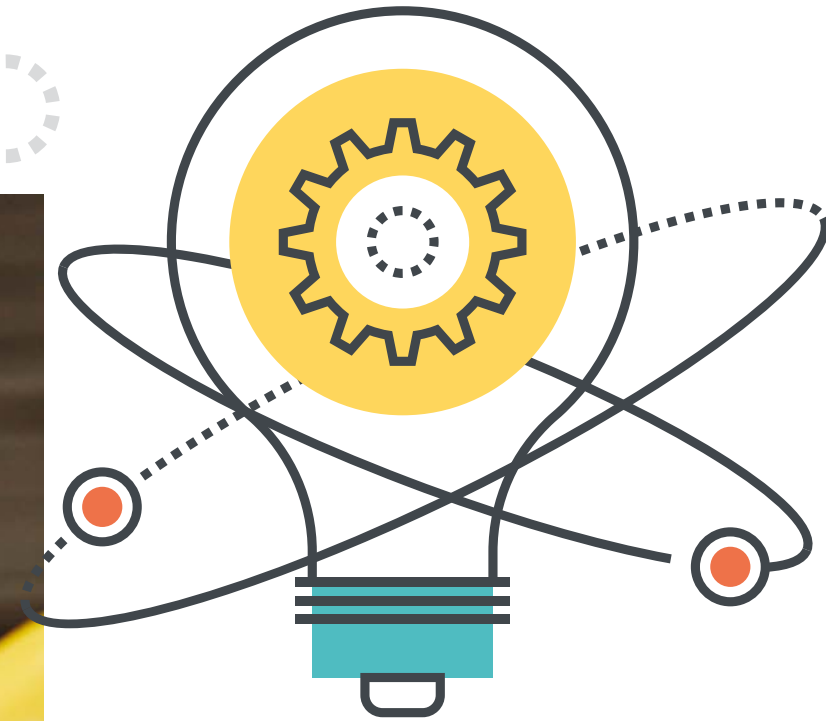




Implementing the key principles for our Customer Participation, Engagement and Communication Strategy



Flexing our approach



- 47% of our survey respondents told us they never or rarely want to participate in activities: these tenants will receive general news and updates from us via their preferred channel
- 27% told us that if meeting times were flexible, it would encourage them to participate - therefore we will offer evening slots for some key activities and an annual weekend activity
- 21% told us that they want to participate in activities monthly: but less than 50% want to have a say in community decisions and only 8% want to join a tenant committee therefore we will plan a series of topic specific feedback sessions during the year e.g. repairs and maintenance
- 19% told us that they want to participate in activities a few times a year: these tenants will receive invitations to engage in key activities throughout the year e.g. summer trips or Christmas activities

Communicating the way our tenants prefer



- Email is the preferred method of communication across all our tenant segments with 30% selecting email as a preference. We will continue to build our digital communication with our tenants as the preferred channel – including email, social media and our new tenant portal
- However, our tenant-focus means that we will not restrict other forms of communication – in every group (except the full-time employed) – phone calls and our tenant newsletter remain important communication channels
- 26% of respondents told us they would be encouraged to participate if there was clear communication about how their feedback is used – we will report how tenant feedback is used formally to our Board – this will improve performance and ensure our tenants know how we used their opinions
- We will use Plain English and always name a member of staff as a point of contact for various activities and meetings

Increasing opportunities and minimising barriers



We will support our tenants to overcome the barriers that prevent them from fully participating including:

- Visual and hearing impairments e.g. BSL
- English as a second-language
- Physical accessibility of venues
- We will provide timely information about activities and opportunities in advance and support tenants to fully engage in their preferred way
- We will create a group of tenant and staff buddies who proactively welcome people into events to overcome feelings of exclusion



Focusing our resources



Resources identified for the implementation of this strategy are:

- Customer communications – CX-feedback surveys, My Home Portal, tenant newsletters, website
- Events and meetings – catering, expenses
- Staff time – % of staff time allocated to participation and engagement activities
- Training and events – staff and tenant representatives can access a range of learning and development opportunities to increase individual capacity and build combined capacity within the team to work on participation and engagement activities

An abstract geometric illustration on a green background. It features a large yellow circle at the top center with a dark blue knot-like shape inside. To the left is a blue vertical bar with horizontal black lines. Below it is a red speech bubble with three white dots. Above the speech bubble is a yellow speech bubble with horizontal black lines. To the right of the yellow circle is a dark blue dashed line forming a corner. Below the yellow circle is a large blue triangle with a black outline. To the right of the triangle is a red vertical bar with a white rectangular sign at the top. At the bottom right is a grey semi-circular arch with a black outline. The text "Building on our foundations" is centered in white. The page number "20" is at the bottom left, and the text "Customer Participation, Engagement and Communication Strategy" is at the bottom right.

Building on our foundations

How our tenants participate

Our tenants told us they participate in these current activities

Pantry Member/Plus	20%
Summer Fun Day	14%
Christmas Event	12%
Halloween Event	8%
Summer Over 40s Bus Run	6%
Women's Group	6%
Panto Trip	5%
Spring Food & Fun event/Opening of the "HUB"	5%
Summer Family Bus Run	5%
Men's Group	4%
Summer Food & Fun events weekly *Funding awaited - Open to wider community	3%
Sewing	3%
The 3 B's (Bite, Blether & Bingo) - Intergenerational Programme	3%
Breakfast Bingo	2%
Community Meal	2%
Gardening Group	1%
Connected Castlemilk (Digital/IT Classes)	1%

Current participation

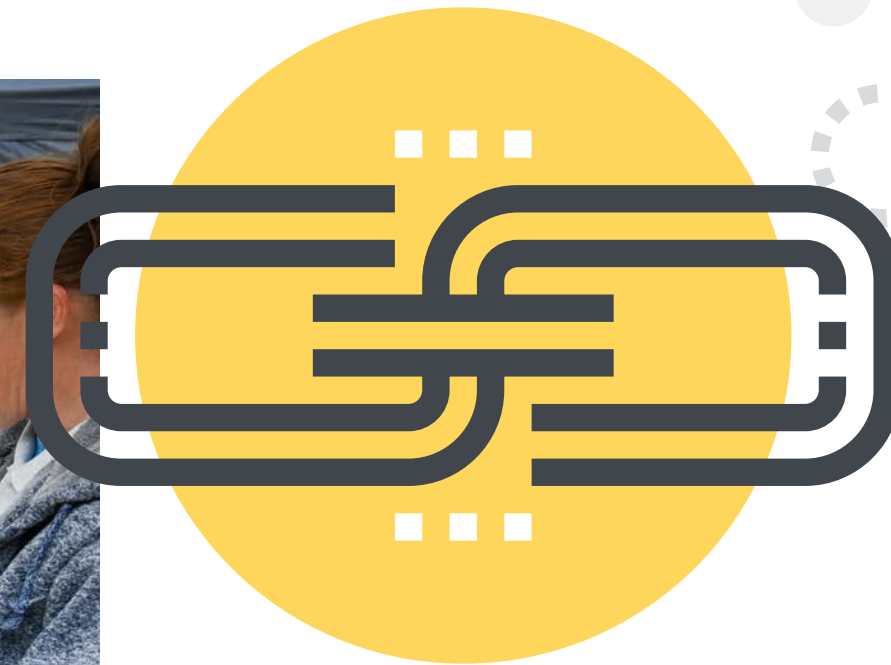
- Three activities stand out as the most popular:
- Pantry Member/Plus
- Summer Fun Day
- Christmas Event

We will continue to review the activities we offer within the community to make best use of our resources.



How our tenants want to participate and engage

Focussing on the right activities



Moving forward

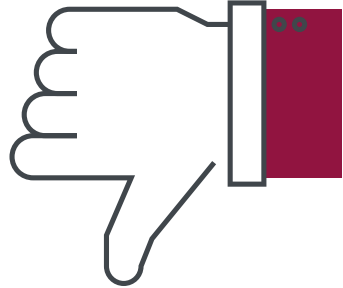
- 30% told us they were interested in getting involved in community activities. The expressed levels of interest were very similar in all 4 tenant segments:
 - 16% in social events
 - 11% in volunteering
 - 11% in arts and cultural events
 - 10% in educational workshops
- 12% (20) tenants – including 6 full-time employed – said they'd be willing to help at community events
- 48% (80) tenants said they think it's important to have a say in community decisions

Impacting Customer Satisfaction: improving what we do



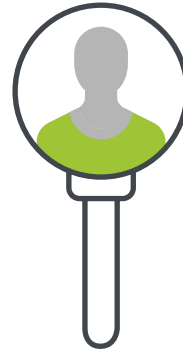
Experience

67% (110) of tenants are very or somewhat satisfied with the current level of communication and engagement opportunities. However, some dissatisfaction was expressed by 8% (12 tenants) therefore this strategy will aim to improve those opportunities.



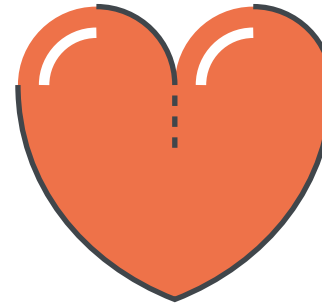
Complaint Handling

8% of tenants said that we rarely or never listen to their concerns or feedback and while 35% said that we always listen, we recognise that all our tenants should feel listened to.



Customer Ethos

67% (110) of tenants believe that we are honest and straightforward in our communications. However, some feedback suggests that tenants are not kept informed or have decisions properly explained to them so we will take steps to improve the ability of staff to have difficult conversations with tenants.



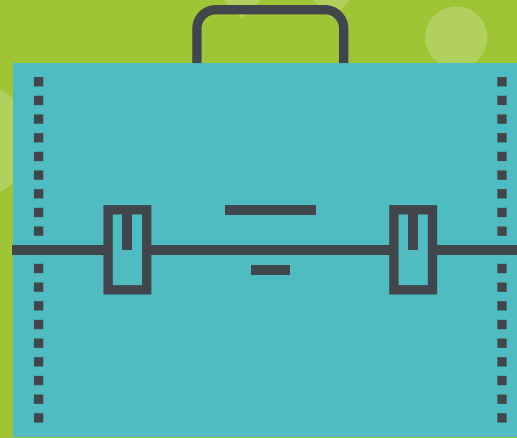
Emotional Connection

While 64% (106) of tenants said that they trust us, 31% were neutral in their response therefore we need to work to improve trust between staff and tenants and to convert this 31% to believe that they can trust us.



Ethics

64% (106) of tenants believe we share their values about community well-being and quality of life but there was another high (28%) neutral response rate, so we have more to do to improve relationships with some of our tenants.



Formal structures of participation and engagement



Meeting our legal requirements

Customer Participation and Tenant Scrutiny



May 2025 to March 2028



This strategy has been influenced by staff and tenants.

Their feedback highlights that we provide valuable opportunities to engage through our wider community activities.

We will continue to engage with customers to encourage membership of our scrutiny panel and to provide training and development opportunities for these customers to succeed in these activities. We will also explore partnership opportunities for more formal activities with our RSL partners in Castlemilk.

We will always respond positively to requests from our tenants if they express interest in setting up an RTO (registered tenants' organisation)



Measuring and reporting our success

Measuring our success

Our impact



- We will report our tenant satisfaction data “Opportunities to Participate” through our website and via the Annual Return on the Charter (ARC)
- We will undertake a pulse survey specifically on participation, engagement and communication on a 2-year cycle to update our customer preferences
- We will record our customer preferences for communication on our Housing Management system
- Annually, we will seek board approval on our action plan and report statistics on tenant preferences and numbers of customers engaging in activities
- We will seek the views of the residents of Ardenglen Scrutiny Panel when reviewing and implementing the action plan



Customer Participation, Engagement and Communication Strategy

Agreed by Board on May 2025



We are always here to help:

OPENING TIMES

Monday – Thursday 9am – 5pm. Friday 9am – 4pm.
We are closed every Wednesday afternoon for staff training

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Facebook – Ardenglen Housing Association | Glasgow | Facebook

My Home (tenant portal)



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