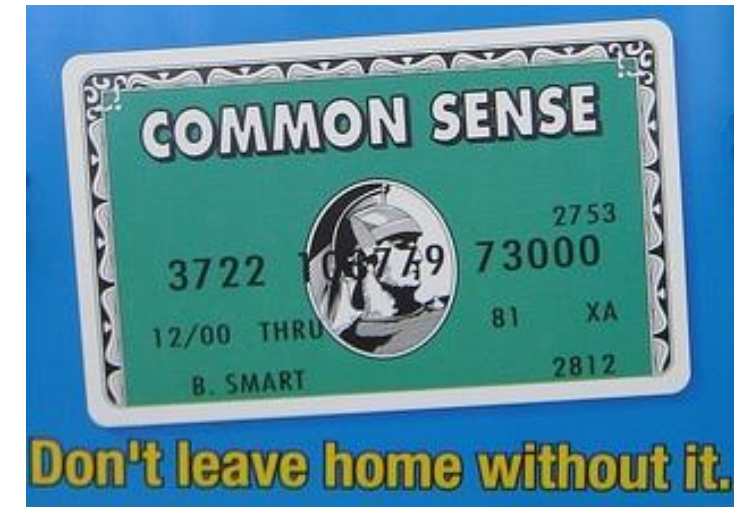


Customer Led, Citizen Focused: The Way We Do Things

Housing 21

Housing 21

Leadership



Hope and Tenacity is Not Enough



Housing 21's - Strategic Framework

Purpose:

To provide high-quality housing with care or support for older people of modest means, enabling them to live well with dignity and autonomy.



Key Principles:

21: Providing a contemporary, forward thinking 21st century service.

Better: Focused on continuous improvement and innovation to achieve excellent services and value for money.

Experience: Achieving high-levels of resident satisfaction and a positive experience for the people we serve.

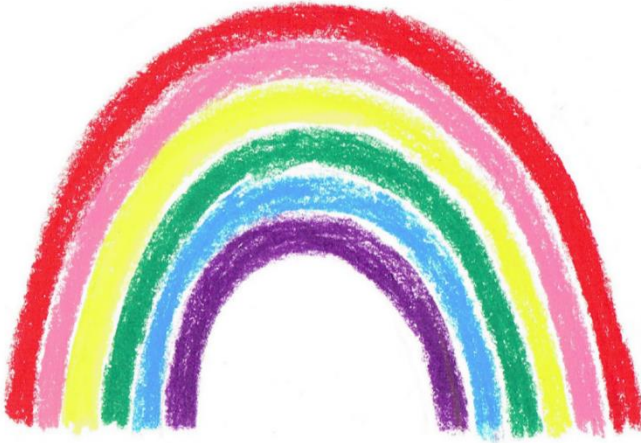
Purpose



Principles & Behaviours



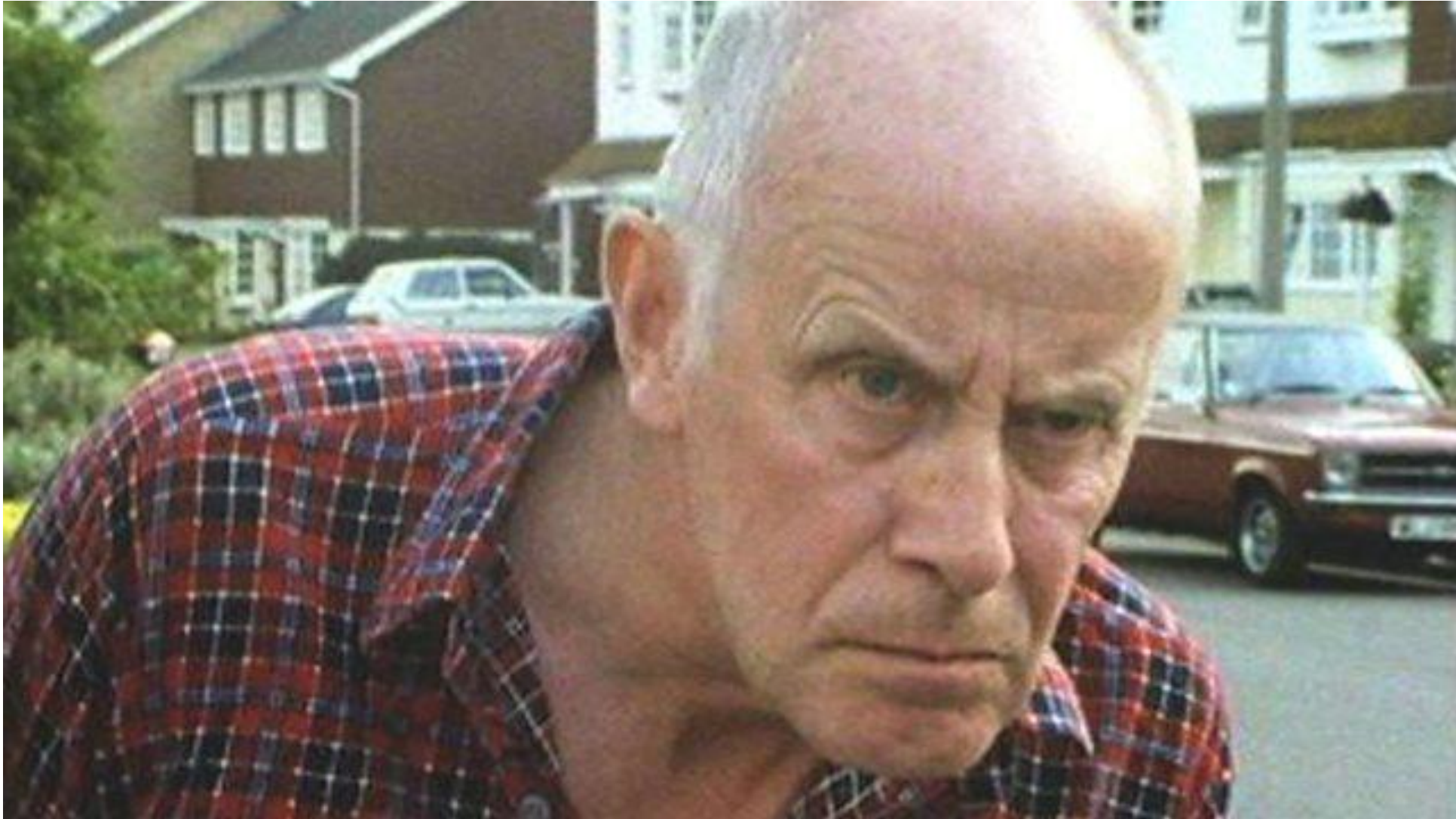
**GREAT
CUSTOMER
EXPERIENCES**



Resident Satisfaction



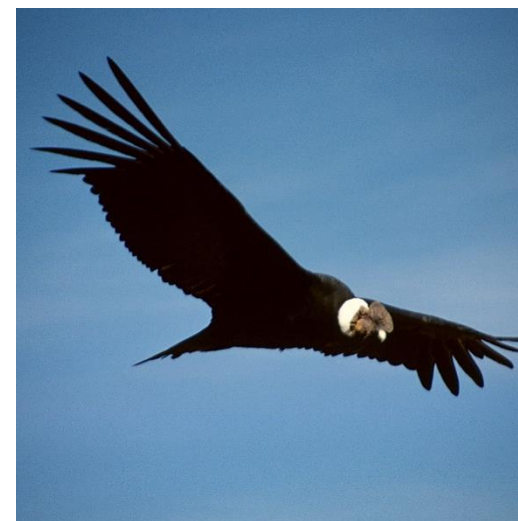
Don't Believe It



Not Homogenise or Categorise



Welcoming Resident Scrutiny and Challenge



Engagement and Influence



Quality Properties



Safe Properties



No Damp, Mould or other Hazards



Department for
Communities and
Local Government

Housing Health
and Safety Rating
System

Guidance for
Landlords and
Property Related
Professionals

housing

Efficient, Environmental and Resident Effective Heating

Highly energy efficient with low bills

- 92+ **A**
- 81-91 **B**
- 69-80 **C** ✓
- 55-68 **D**
- 39-54 **E**
- 21-38 **F**
- 1-20 **G**

Low energy efficiency with higher remediation costs

	Fossil Fuel → Renewable Technology				
High ----- Cost of Install ----- Low	1	2	3	4	5
	2	3	4	5	6
	3	4	5	6	7
	4	5	6	7	8
	5	6	7	8	9

	High ----- Resident Running Costs ----- Low				
High ----- Disruption to Residents ----- Low	1	2	3	4	5
	2	3	4	5	6
	3	4	5	6	7
	4	5	6	7	8
	5	6	7	8	9



Quality Services



Modest Means (Addressing Needs)

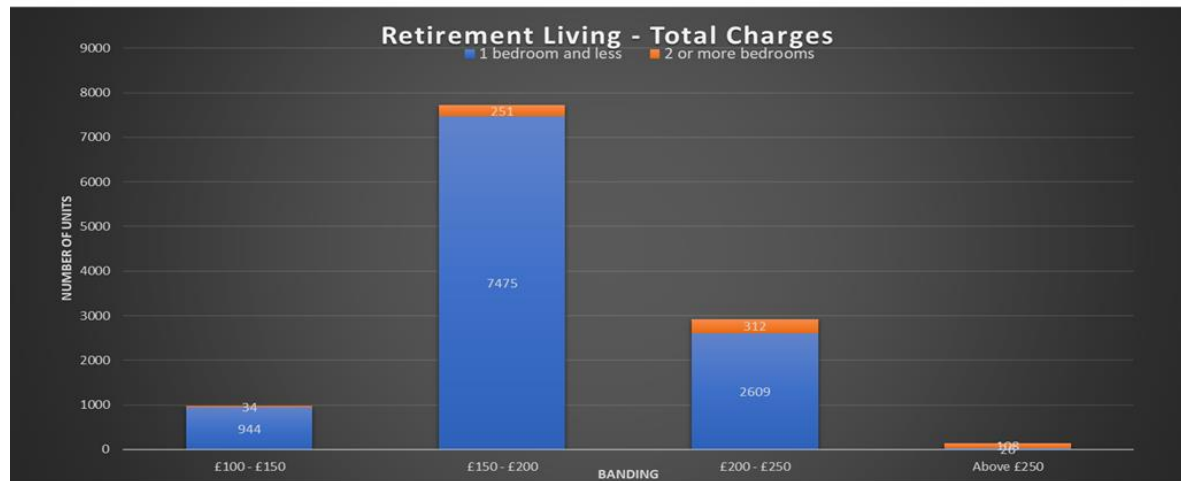


Affordable/VFM Rents & Service Charges



Retirement Living

£150 - £200 p/wk with an average of £164 p/wk



Extra Care

£200 - £300 p/wk with an average of £261 p/wk



Devolved Decisions



Inverting the Pyramid – A Different Approach



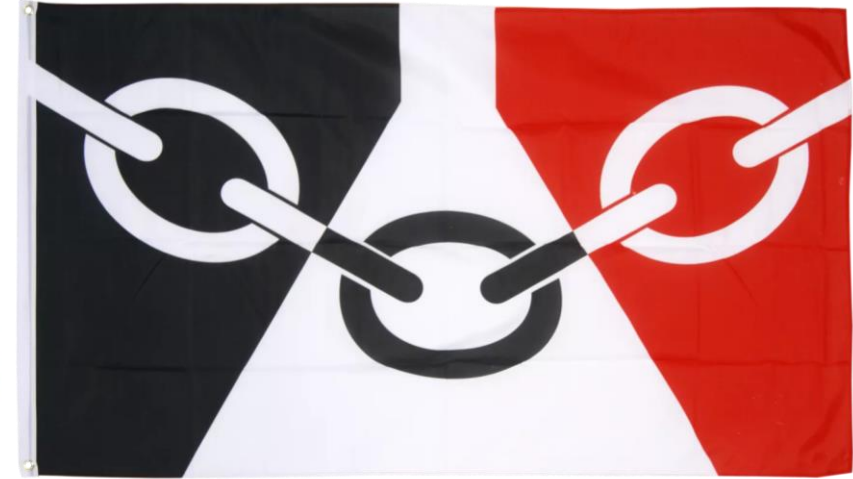
Embracing the Principles of Servant Leadership



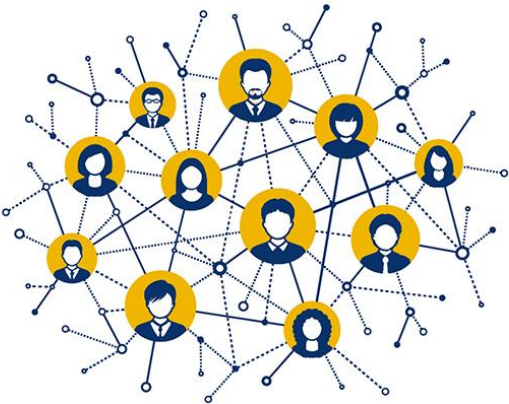
Different Approach to Leadership



National and Local



Key Lines of Defence



Post Covid – Challenges

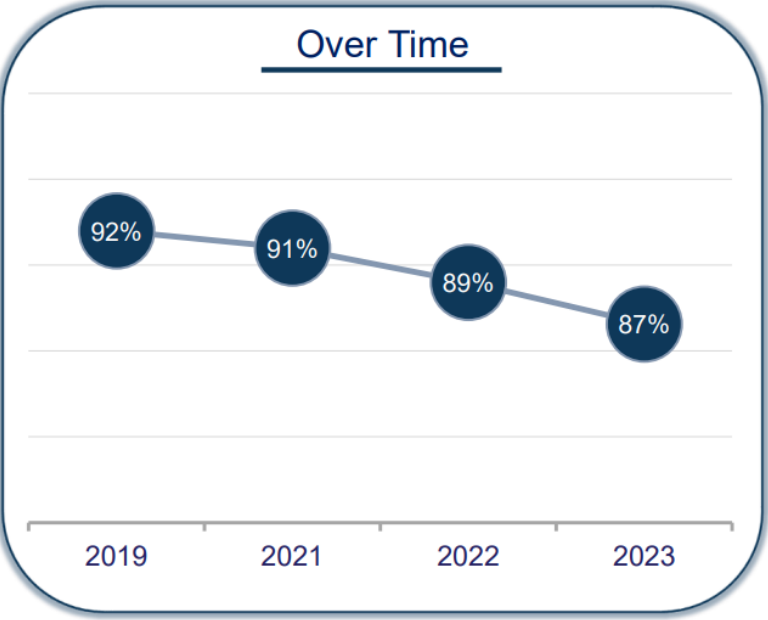
Personalization and integrity number 1 drivers for loyalty and NPS

Consumers asked by KPMG rated personalization as the no. 1 driver for customer loyalty and 'integrity' as the top driver for NPS (net promoter score).



9 out of 10 consumers put "resolving my issue" above anything else

KPMG's global consumer study shows that 'resolution' is still the most important customer service issue.



Moving Back In Right Direction

TSM	2023	2024/25	% Change
Overall Satisfaction	86%	89%	+3%
Repairs (last 12-months)	87%	90%	+3%
Time taken for repairs	83%	87%	+4%
Well maintained home	87%	90%	+3%
Safe home	89%	91%	+2%
Listens and acts	73%	79%	+6%
Kept informed	83%	87%	+4%
Treated fairly and with respect	86%	90%	+4%
Complaints handling	47%	60%	+13%
Communal areas	90%	92%	+2%
Neighbourhood contribution	70%	74%	+4%
Approach to ASB	71%	76%	+5%

Turn the Tide



Recognising Resident Realities



Avoidance of ...



No Shortcuts to Success



Aim High But With Feet On The Ground



Remember It's All About Residents



Thank You



THANK YOU!