



Customer Influence Strategy

April 2024 to March 2027





We were delighted to visit our customer Joyce at her home in Sutton, to celebrate her 40 year anniversary as a Moat customer.

Our customers deserve to be at the forefront of everything we do. By truly listening to our customers, understanding their needs, and working together, we can build brilliant homes and communities.

Thank you

Huge thanks to everyone who helped shape this strategy! Your voices were essential in developing this new approach to engagement. This isn't just about giving you a say; it's about becoming true customer pioneers and putting you at the heart of everything we do.

At Moat, we want to build on the incredible role our customers already play in shaping our services. We want customer influence to be a part of our DNA - actively partnering with our customers to set high standards and improve our services.

To make this happen, we need to create clear and easy ways for customers to get involved and make a difference. That's why we partnered with Tpas, experts in tenant engagement, in July 2023. They worked with our customers and our colleagues to understand their experiences and what we could do better. This new Strategy builds on this work and will give every customer the chance to be heard, influence decisions, and work directly with us.

But we understand that not everyone wants to play an active role. That's why we'll also be looking at data and feedback to identify areas where we're falling short, where customers aren't connecting with us, and why. For those who want to jump in, we'll offer a variety of ways to get involved, all designed around their preferences. We'll value their time, treat them with empathy, fairness, respect, and work together to build homes and communities we're proud to call home.



Marek Witko
Executive Director
Housing and
Customer Experience



Lorraine, resident and chair of our Repairs Forum.

We're already doing some great things:

3,000 customers

contributed to our corporate strategy.

Customer-led Repairs Forum

holds us and our repairs provider to account.

1,100 customers

helped to design and select our new grounds maintenance service providers.

Piloted three new ways

for customers to review (scrutinise) our performance in 2023.

201 Customer Advocates

contributed to policy design, communication reviews, workshops and to our recruitment.

Customer Advocates is the name we use for our 'actively involved' customers

Who is this strategy for?

If you're a Moat customer, this strategy is all about you. If you live in a Moat home or use any of our services, the plans set out in this strategy are all about putting you first. We want to make sure all our customers have the power and opportunity to shape how we work and deliver the best possible experience for everyone.

Why "customer"?

We know there are many ways to describe the people we help by providing homes and services, and everyone has their preference ('tenant', 'resident', 'consumer'). We use "customer" because it covers everyone who we provide homes and services for, no matter where they live or what kind of home they live in. It means that everyone who interacts with us is important to us. We want to listen to our customers' feedback and work together to make their homes and our services even better. We'll continue to talk to all our customers about the language we use.

Customers at the heart

We listened to our customers' ideas and suggestions through workshops and brought our customers together with our Board members, leaders, and colleagues in a special workshop. We'll work side-by-side to figure out how we can serve our customers better over the next three years, and we'll keep listening to make sure we follow through on our promises. We're committed to doing better for our customers and ensuring they feel truly heard.

Where do we want to be?

Our vision



“We’re putting our customers at the heart of everything we do.”

That’s the promise of our Corporate Strategy, our “Customer Pioneer” plan, for Moat. We want to work directly with our customers to design better services together.

Our new corporate strategy is built around three key priorities:

- More focus on the customer, delivering a ‘great customer experience’
- Creating more ‘pride in homes and places’.
- Creating more ‘growth in new homes and communities’.

Enabling these three priorities is a fourth strategic priority – ‘making it happen’. This enables the three priorities to be developed in a well governed, financially robust way and supported by the right people, systems and data. Alongside these priorities we’ll sharpen our focus on the impact of what we do, to become a more environmentally sustainable business.

Section two

Our vision

Every customer is heard and can influence and work with us to create great services, homes and communities.

Our four commitments

What we will achieve with our Customer Influence strategy over the next three years:

- 1 Creating meaningful, accessible and inclusive opportunities for you to influence at every level, in a way that suits you.
- 2 Working together, with empathy, fairness and respect, to create great homes and places.
- 3 Truly listening, understanding and acting on the customer voice in all that we do.
- 4 Consistently communicating in an accessible, inclusive, honest and transparent way that's tailored to you.

Where else do you have the opportunity or the platform to share your views with companies in person, it's not often in the age of chatbots, but the Repairs Forum allows your voice to be heard on subjects that matter to us all by those who can effect change.

Our customer Marc is part of the customer-led Repairs Forum scrutinising our repairs performance.

1

Creating meaningful, accessible and inclusive opportunities for you to influence at every level, in a way that suits you.

We'll offer lots of different ways to get involved, so you can pick what works best for you. We'll make sure it's easy, accessible, and includes everyone. No matter how you choose to get involved, we'll use your opinions to make important decisions from quick and easy surveys and polls to workshops and meetings. We value your input and will reward your participation. We'll listen to feedback and regularly check how well this works, removing any obstacles that might stop you from participating.

We know improving our repairs service is a key priority for you and we'll work together to shape our new repairs service from 2025.

How will we get there?

By delivering on our four commitments to our customers.

We'll do this by:

- Setting up a Customer-Led Assurance Group, to directly advise our Board and Committees. This panel will be made up of different customers, chosen based on their skills and experience.
- Offering a variety of ways for customers to get involved and make their voice heard, including customer influence groups focused on meeting the needs of specific groups of customers, where our customers want us to.
- Setting up new scrutiny groups for customers who've experienced our services to check, challenge and provide feedback on how we deliver them and how they're designed.
- Providing customers with the skills and support to challenge how we're performing and the opportunity to become future Board members.
- Rewarding our customers for their time through a pay, reward and incentive scheme
- Supporting our customers to influence and make changes in their local area to improve their neighbourhoods - including through resident-led groups - working with our contractors and partners to achieve this.
- Working with our customers to improve our repairs service. We'll continue to run our Repairs Forum to hold our contractors to account and work with customers to shape the procurement of our new repairs service to provide a reliable and efficient service.

2

Working together, with empathy, fairness and respect, to create great homes and places.

Your ideas matter. You know your home and neighbourhood better than anyone, and we want to work hand-in-hand with you to make things better. We heard you loud and clear when you said you want empathy and respect. We've already made changes to our service promises and standards, and now we're taking it further.

We'll do this by:

- Working hand-in-hand with customers and setting clear co-creation principles, to build partnerships that shape our shared future.
- Training everyone at Moat, new or existing, to understand our customers' needs, respond clearly, and make things right for customers.
- Adopting the National Housing Federation's "Together with Tenants" Charter, to make sure we're providing the best possible homes and services.
- Celebrating how our work makes a difference and creating a plan to measure the customer impact.
- Testing new ways to hear our customers' voices - We'll launch digital feedback forums in selected areas, comparing feedback and satisfaction with current methods.



3

Truly listening, understanding and acting on the customer voice in all that we do.

Even if you don't actively get involved, your voice still matters. We'll use all the information we gather, from surveys to lived experiences, to make sure your needs are always heard and considered in every decision.

I've been an Advocate for 2.5 years now and I've really enjoyed it. It seems Moat is in the process of active to its customers. Since becoming a Customer Advocate I have attended meetings both only and in person. I've been well treated, respected and listened to.

Our customer advocate Abimbola recently helped us to...



We'll do this by:

- Listening to our customers' experiences, not just their feedback, to shape decisions at all levels.
- Earning customers' trust by making decisions with them and achieving independent recognition of our commitment including TPAS accreditation and Investors in Volunteers.
- Using customer data, experiences and insight to better understand our customers' experiences and drive service improvements. By digging into data and asking the right questions, we'll better understand the experiences of customers who tend not to engage with us, ensuring all customer voices are heard.
- Building trust with our customers by making sure our colleagues take ownership of and accountability for customers' issues, working to resolve them as quickly as possible.
- Ensuring the customer voice is heard at all levels of the organisation and our leaders actively seek out customers' experiences. We'll hold regular Board, Executive and customer listening events to increase opportunities to hear directly from our customers and their experiences.

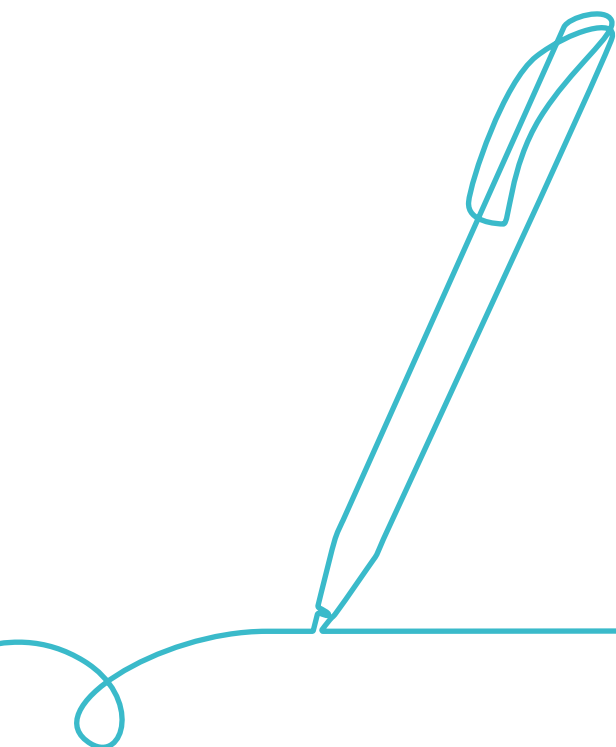
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Consistently communicating in an accessible, inclusive, honest and transparent way that is tailored to you.

We'll keep you in the loop with clear and honest information that's easy to understand and access. You'll know exactly what's going on, how we're doing, how you've influenced our decisions and how you can hold us accountable. And, if we can't do something, we'll explain why so you know how we're balancing our priorities to provide value for money services that meet our customers' needs.

We'll do this by:

- Providing information on how we're performing in a range of ways including on our website, in our annual report and through our noticeboards.
- Working with our customers to design our communications including customer newsletters and social media messages to share what matters most to our customers.
- Ensuring all our communication is accessible and written in plain English.
- Letting customers and colleagues know how we're listening and acting on customer insight to drive service improvement.
- Providing consistent and clear communication, which is easy to understand, accessible and inclusive. We'll review our website, MyMoat and other communication tools to ensure they meet our customers' needs.
- Being clear on our own and our customers' responsibilities and rights by reviewing our welcome pack for new customers.



How will we know if we've been successful?

We'll track our progress to make sure this plan improves your experience as a customer. Our Corporate Strategy sets clear goals that we'll measure so we can see how our Customer Influence Strategy is helping us to achieve them.

We'll check how we're meeting our commitments in this strategy by reporting our progress to our Customer Led Assurance Group, our Customer and Communities Committee and our Board.

We'll also use and monitor other Tenant Satisfaction Measures (TSMs) to measure our progress and work with our customers to refine how we measure success, so it reflects what matters to you most.

Our measures will include:

- Satisfaction that Moat listens to customers' views and acts upon them
- Customer Satisfaction
- Satisfaction that Moat keeps customers informed about the things that matter to them
- Customers feel treated with fairness and respect
- Satisfaction that Moat makes a positive contribution to neighbourhoods

We'll develop an 'outcomes framework' to measure individual customer influence activity to better understand the difference it's making. We'll measure the impact, using it to test different approaches, and understand where it has made the greatest difference.

How does this strategy help us deliver value for money?

By listening to our customers and providing more opportunities for them to tell us what they think, we'll make better decisions and deliver excellent services that provide value for money. The more we understand our customers, the better we can invest in things that directly benefit them.

Equality, Diversity and Inclusion

We've completed an Equality Impact Assessment (EIA) to consider the impact of this strategy on different groups.

The EIA identified no potentially negative equality impacts and concluded that successful implementation of the strategy will support our commitment to being inclusive in everything we do by:

- Creating meaningful, accessible and inclusive opportunities for customers to influence at every level in a way that suits them
- Working together with empathy, fairness and respect
- Truly listening, understanding and acting on the customer voice in all that we do

Consistently communicating in an accessible, inclusive, honest and transparent way that's tailored to customers. We know our customers have different needs and preferences, so we'll offer lots of different ways for to get involved in shaping our services. . We want everyone to have the opportunity to participate, regardless of their circumstances. We'll offer different times (including evening) for events such as meetings and workshops and cover travel, childcare and carer costs to enable customers to attend them and make adjustments to ensure everyone feels included.

We'll work proactively to ensure that we actively seek and support the engagement of a diverse range of customers. We'll also make effective use of customer insight to improve services and proactively consider the needs of existing or future customers whose voices might not be fully represented in the customer insight and feedback gained through this strategy.



We're committed to providing accessible information to all our customers.

If you require information in a different language or format, such as large print, audio, Braille, or electronic text, please contact us and we'll be happy to assist you.