

Customer Service Strategy

2025 - 2030



CUSTOMER SERVICE STRATEGY 2025-2030

‘Homes you can build a life in’ is Connexus’ new Corporate Plan and to support its delivery, we are launching our **Customer Service Strategy**. The Strategy is driven by the need to address falling satisfaction, increasing expectations across stakeholders, and the provision of modern customer service channels, all helping to deliver an efficient and effective organisation.

Engagement has been completed across a **broad range of customers and colleagues** to create this strategy. In addition, external research in and out of the housing sector has been completed to ensure we **balance customer needs with regulatory expectations and requirements**.

As a result, the strategy reinforces our commitment to **consistent, customer-focused services**, delivering the outcomes that matter most to our customers.

- ✓ We aim for **satisfaction from the first interaction**, reflected in customer feedback and a focus on quality resolution.
- ✓ We’ll build **easy, seamless customer journeys**, whether online, face-to-face or by phone—removing barriers and reducing effort.
- ✓ We’ll **modernise our repairs service**, giving customers greater choice over appointments, including evenings and weekends.
- ✓ And we’ll **deliver year-on-year efficiencies**, reinvesting those savings into frontline customer service improvements that drive real value.

Delivery of these goals is powered by clear strategic pillars—and measured by data that shows how ease, care and value are being delivered in practice.

What this means for customers

The impact of delivering this strategy will be tangible customer service improvements, with a range of benefits to our current and future customers. Services will be **faster**, more **consistent**, and driven by customer need, with clear communication and regular updates throughout every interaction, ensuring customers always know what to expect.

Customers will have greater **choice** and **control** via digital channels, allowing them to interact with Connexus on their own terms and receive timely, relevant responses. Customers will enjoy **safer**, more **energy-efficient homes**, with the ability to book repairs flexibly—including evenings and weekends—through their preferred channels, and benefit from follow-up satisfaction checks.

There will be more opportunities for customers to **shape services** through panels and feedback, ensuring their voices are recognised and reflected in service improvements.

Connexus will become a more **transparent**, and **responsive** organisation, reinvesting in customer services and building trust through open, warm communication.

Customers will feel **reassured** and **supported**, describing Connexus as dependable and proactive, helping them build a stable life.

To turn the strategic vision into reality, we have defined **four strategic pillars** focusing on **housing customer services, including repairs**. Each pillar will guide improvements through the term of the strategy to ensure all services exemplify ease, care, and value for our customers. The four strategic pillars are:

- **Drive consistent service delivery, built on customer engagement** – Build customer confidence through clear standards, empathetic service, and transparent accountability, delivering hassle-free interactions that earn trust.
- **Provide customer choice with digitally enabled, data driven services** – Empower customers with accessible digital channels and data-driven services, making it easy to access support while continuously improving through feedback and analytics.
- **Deliver an effective, customer-focussed responsive repairs service** – Transform the repairs journey with flexible scheduling, clear standards, and quality fixes done right the first time – demonstrating care in every repair and adding value by minimising inconvenience.
- **Embed strong governance and strategic resilience** – Embed strong oversight, accountability, and long-term planning, ensuring service improvements are sustained, value for money is reinvested in customer-facing services, and excellence is maintained over time.

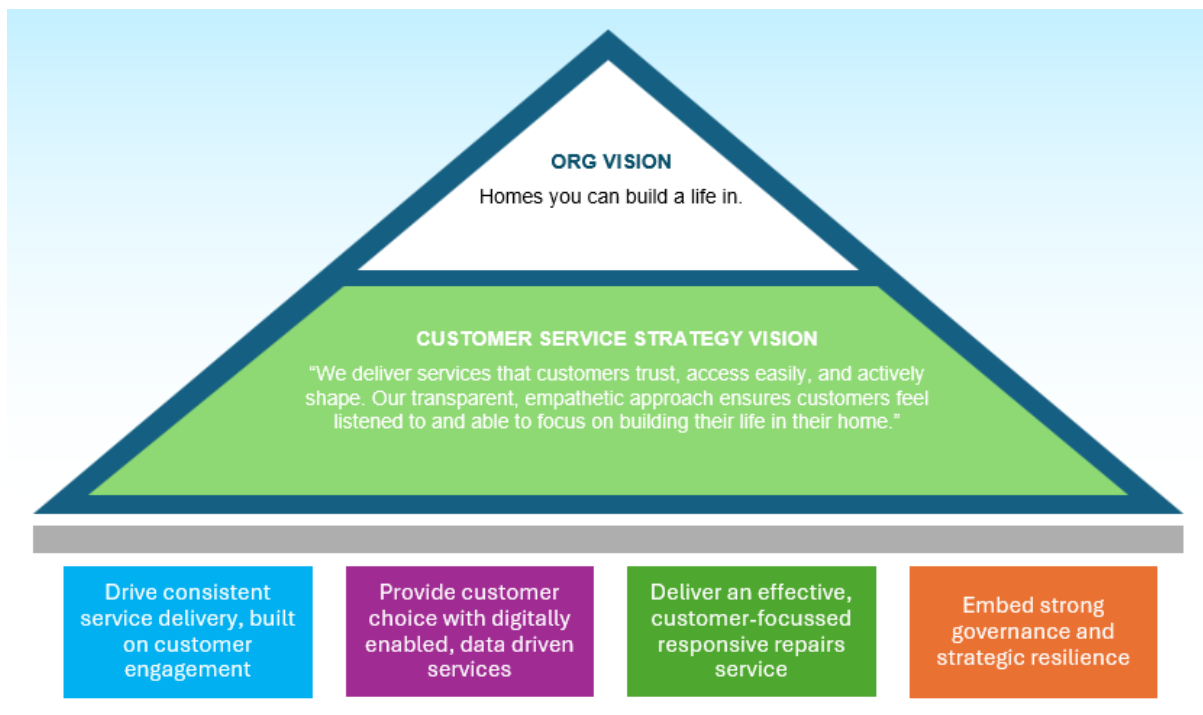
Customer service strategy vision

To achieve the vision of the organisation to provide homes you can build a life in, the vision of the customer service strategy is:

“We deliver services that customers trust, access easily, and actively shape. Our transparent, empathetic approach ensures customers feel listened to and able to focus on building their life in their home.”

Vision and pillars

The vision will be underpinned and delivered by focusing on four key pillars, which are explained in more detail further below.



Phasing our delivery

We will achieve the aims in phases across the five years of the strategy, each of which has specific goals and milestones. The deliverables for each year are detailed within each of the strategic pillars further below.

FY26	FY27	FY28	FY29-30
<p>Year 1 is 'Fixing the Basics' by providing modern functionality, built on solid foundations and digital channels.</p> <p>Structures and skills will be shaped by customer need, with regulatory compliance embedded and improved customer data ensuring consistent service delivery.</p>	<p>Year 2 is 'Embedding Success' through a culture of resolving issues "right first time" and optimising our new digital platforms.</p> <p>We will expand customer involvement through panels and forums, amplifying their voice to drive ongoing service improvements.</p>	<p>Year 3 is 'Transformed Delivery' with high quality services provided across all areas.</p> <p>Success will be evidenced by top quartile TSM performance and successful delivery across Strategic and Corporate Plan KPIs.</p>	<p>Years 4-5 are 'Continuous Improvement' powered by data, insight and fully embedded customer voice.</p> <p>Incremental service improvements are deployed as part of daily activity, driving YoY performance and efficiency gains.</p>

The four strategic pillars

Each pillar has key activities and success measures to ensure successful delivery.

Pillar 1 – Drive consistent service delivery, built on customer engagement

We will earn customer trust by being transparent, empathetic, and delivering excellent services. Our approach ensures easy access, values feedback and agrees clear standards we continually strive to exceed.

- **Key activities**

Collaborate with customers to refresh **Customer Service Standards**, clearly defining excellent service, including response times and resolutions, with standards made publicly accessible. In year one, we'll **develop new standards** with via workshops and surveys. These will clarify expectations at key points, support performance measurement, and foster trust in our commitments.

Adopt a “right first time” approach, aiming to resolve most issues at the first contact. Provide targeted training and authority to colleagues and closely monitor resolution rates for improvement.

Enrol all colleagues in 'Customer First' programme, empowering them to put the customer first in how they think and act in their role. The programme will cover empathy, communication, and regulations, supported where needed by professional qualifications and regular assessments to ensure consistent, high-quality service. In year one, **all colleagues** will attend, in-person. We'll monitor completion and understanding to ensure a consistent, empathetic approach throughout the organisation.

Expand the customer engagement framework and offer more forums and channels for feedback. Acknowledge every suggestion and share how feedback shapes our services, using key sources of learning from complaints, proactive engagement activities, and 'always-on' feedback routes.

Use digital tools for instant feedback and monitor satisfaction trends, addressing issues promptly. Share regular updates showing how feedback drives improvements.

Publish quarterly “You Said, We Did” updates, mostly digital, with alternatives for those who need them, to close the feedback loop and encourage engagement.

- **Measures of success**

Measure	Target	Timeframe
Tenant satisfaction measures (TSMs) *	Top quartile performance in sector benchmarking	Year one, onwards
Net promoter score (NPS)	5% annual increase	Year two

* to include secondary measure of 2% YoY improvement if not top quartile

Pillar 2 – Provide customer choice with digitally enabled, data driven services

We'll use technology and data to offer more accessible services, with expanded digital options, while still supporting traditional preferences. Services will continuously improve through customer insights and proactive service delivery.

- Key activities

Expand self-service options, such as online booking and account management, so customers can choose how and when to interact with us. This will cut the need for calls, reduce wait times, and offer faster, more convenient access to services.

Centralise customer data into a single CRM platform, providing colleagues with real-time access to a customer's history. This enables quick, personalised resolutions based on each individual's unique circumstances and previous Connexus interactions.

Launch proactive digital communication channels for updates like appointment reminders and safety check bookings. Customers will be able to manage appointments, receive notifications, and handle accounts through self-service portals, reducing missed appointments and boosting satisfaction.

Provide training and ongoing support to help customers use digital channels confidently. Sharing real-life examples and step-by-step help will encourage uptake and ensure everyone feels supported as they move to more digital services. This will be developed in year one for launch in late year one or early year two.

Develop a robust segmentation model to tailor approaches for customer groups with distinct needs. Understanding these differences allows us to personalise communication, support, and solutions. Following data gathering in year one, the model will be launched in year two of the strategy.

- Measures of success

Measure	Target	Timeframe
First point of contact (FPOC) resolution	Maintain 90% resolution rate	Year one, onwards
Customer data validation	100% of customers contacted and validated	Year two
Customer portal launch & adoption	Minimum 30% customer registration	Year two
Customer portal growth	Over 60% customer registration	Year three

Pillar 3 – Deliver an effective, customer-focussed responsive repairs service

We'll provide a reliable, prompt, and customer-focused responsive repairs service, simplifying requests with improved communication. We'll ensure repairs are completed efficiently and on time to build trust and deliver genuine value.

- Key activities

Work closely with customers to **design transparent repairs service standards** that set clear expectations and reflect real needs. This shared approach will help reduce complaints, clarifying customer's and Connexus' responsibilities and expectations, and will be completed in year one.

Increase first-time fix rates by providing operatives with the right tools and training, reducing follow-up visits. Efficient repairs at the first appointment will minimise disruption and build trust.

Add flexible scheduling options, such as evening and weekend appointments, to meet diverse customer needs. This improves convenience, boosts completion rates, and reduces dissatisfaction. This will be trialled in year one, working with People colleagues, to better accommodate customer schedules.

Launch a self-service repairs tracker so customers can monitor appointments in real time. Greater transparency will build trust and reduce unnecessary calls for updates. Will include access to key safety documents (like gas and electrical certificates) in year two, giving customers more transparency and reducing follow-up requests.

Strengthen the aftercare process for major or complex repairs, with supervisors following up to ensure standards are met and to resolve any outstanding issues.

Set up automated feedback channels for customers to share their experiences after repairs. Regularly collecting and acting on feedback will help us improve, address issues quickly, and show that customer opinions are valued.

- Measures of success

Measure	Target	Timeframe
Customer satisfaction with repairs	Minimum 90% satisfaction	Year one, onwards
Repairs completed right first time (RFT)	Minimum 80% RFT rate	Year one
Repairs completed RFT	Minimum 85% RFT rate	Year three

Pillar 4 – Embed strong governance and strategic resilience

We will embed robust governance, accountability, and continual improvement into our customer service, ensuring standards are upheld, resources used effectively, and our commitment to trust and excellence is consistently delivered.

- Key activities

Embed regulatory requirements directly into everyday operations and service design so compliance remains ongoing, and risks are addressed early. By proactively integrating standards, we prevent lapses and foster a culture where regulatory excellence is a sustained priority.

Expand customer voice in assurance, ensuring services reflect lived experience and teams are accountable to customer needs. Through ongoing engagement, we'll inform service design and drive responsiveness, letting customer concerns shape improvements and priorities. A group focussed on assurance will ensure two scrutiny reports are completed annually from year two and recommendations tracked through to delivery.

Reinvest part of efficiency savings into projects that improve customer service and community engagement. As digitalisation and better processes yield savings, we'll direct investments to support initiatives that deliver real benefits for customers. This will start in year two after previous year savings have been quantified.

Strengthen expertise in customer support—especially for anti-social behaviour and vulnerable customers—to foster wellbeing and tenancy sustainment. We'll enhance training and resources so colleagues can provide compassionate, effective support.

Benchmark and network externally to learn from peers and implement innovations for our customers and communities. By joining industry groups and peer reviews, we'll adopt best practices and challenge ourselves to deliver leading customer service that meets changing needs.

- Measures of success

Measure	Target	Timeframe
Complaint escalation reduction	5% annual reduction in stage two escalations	Year one, onwards
Regulatory returns	100% compliant returns	Year one, onwards
Audit assurance ratings	Minimum 'Reasonable' in all relevant internal audits	Year one, onwards
Regulatory inspection	Achieve C1 rating	During year four or five

Launch and implementation

Following a launch to colleagues and customers in late 2025, we'll transition into delivery mode. Some of the **key** initiatives for 2026 are listed below:

January–March

- Design 'Customer First' programme and launch enhanced engagement model.
- Start customer data gathering and release V1 customer portal with roadmap for V2.
- Co-create customer service and repairs standards with customers.
- Review external networking and plan for 2026.

April–June

- Onboard new research partner and launch quarterly customer communications.
- Complete customer data gathering and design digital adoption training.
- Set up automated feedback for repairs and mobilise a new supply partner.
- Complete annual self-assessments.

July–September

- Launch customer groups (voice, complaints, repairs, governance)
- Roll out 'Customer First' programme.
- Trial engineer tracking for repairs and launch digital adoption training for customers.
- Design process for vulnerable/complex repairs.

October–December

- Annual performance benchmarking.
- Launch single CRM platform and design customer segmentation model.
- Embed repairs changes for winter.
- Customers review self-assessment progress and improvement plans.

Strategic risks and mitigations

The strategy supports the mitigation of several strategic risks at Connexus.

In terms of **data quality**, a unified customer data dashboard is implemented, with annual validation and real-time feedback mechanisms to ensure that decision-making is based on reliable and accurate information.

For **customer service**, service standards have been co-designed, omni-channel access provided, and a “right first time” culture fostered, all aligning services to the Corporate Plan and Consumer Standards for greater responsiveness.

In terms of **data and cyber security**, compliance with GDPR, the adoption of a single CRM platform, and robust IT foundations are prioritised, with regular audits and regulatory self-assessments embedded to protect both customer data and systems.

When it comes to **people**, enhanced training and streamlined management processes, supporting the recruitment, retention, and engagement of skilled colleagues essential for delivering strategic priorities and objectives.

The strategy supports mitigating the risks to **landlord safety and quality** through a focus on the overall repairs service experience.

Corporate plan alignment

Delivering these activities will ensure our strategy supports key elements of the Corporate Plan, ‘Homes you can build a life in’, by:

- ✓ Boosting customer **confidence** and **satisfaction** by enhancing trust, transparency, and service reliability.
- ✓ Expanding **access** and **inclusion** through digital channels and self-service options.
- ✓ Improving **operational efficiency** by reducing no-shows, cancelled visits, and failure demand.
- ✓ Driving **continuous service improvement** through data insights, targeted interventions, and performance assurance.
- ✓ **Strengthening governance** by integrating customer metrics and ensuring value for money and reinvestment impact.

In addition, the strategy aligns with other key initiatives across Connexus.

Initiative	Focus	Outcome
Asset management strategy	Sustainability awareness & regulatory compliance	Customers and colleagues understand their role, services remain compliant, and customers feel informed

Value for money strategy	Cost-effective, purposeful service delivery	Services match customer needs and priorities, ensuring financial soundness and value
People strategy	Skilled, diverse, and empathetic workforce, with customer-focused culture	High-quality, responsive services from colleagues with the right behaviours and attitudes
IT foundations	Customer choice and actionable data	Improved services and engagement, empowering customers to be heard and supported

Investment required

There is no initial investment required for the strategy, although savings/efficiencies are expected to be generated by the associated organisational design. Initiatives such as extended appointment availability are planned to be delivered within existing budgets, subject to cost/impact analysis. Any future investment requirements will go through the usual business case process, subject to the value required and source of funding.

Consolidated measures of success

Measure	Y1	Y2	Y3	Y4	Y5
FPOC resolution	90%	>	>	>	>
Repairs customer satisfaction	90%	>	>	>	>
Repairs RFT	80%	>	85%	>	>
Complaint escalation reduction	5%	>	>	>	>
Regulatory return submissions	100%	>	>	>	>
'Reasonable' ratings in relevant audits	100%	>	>	>	>
TSMs *		Top quartile	>	>	>
NPS increase		5%	>	>	>
Customer data validation		100%	>	>	>
Customer portal adoption		30%	>	60%	>
Regulatory inspection rating				C1	>

* to include secondary measure of 2% YoY improvement if not top quartile

In summary

Through this strategy, **Connexus** will deliver customer services that truly embody **ease**, **care**, and **value**, in line with our vision. Each objective will drive measurable improvements in customer service, operational efficiency, and organisational resilience.

- Drive consistent service delivery, built on **customer engagement**
- Provide **customer choice** with digitally enabled, data driven services
- Deliver an **effective, customer-focussed** responsive repairs service
- Embed **strong governance** and **strategic resilience**

As a result, our customers will be able to say:

*“Connexus are **easy** to deal with, they really **care** about me and my home, and I **trust** them to do the right thing.”*