



**TOLLCROSS**  
housing association limited

# Customer Engagement Strategy

2025-2028

**Keep in touch**

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## Overview

Prepared by	
Date created / last review	
Date of current review	
Date of next review	
Reviewed by	Management Committee

### Our Equalities and Human Rights Commitment

We understand that people perform better when they can be themselves and we are committed to making the Association an environment where employees, customers, and stakeholders can be open and supported. We promote equality, diversity, and inclusion in all our policies and procedures to ensure that everyone is treated equally and that they are treated fairly on in relation to the protected characteristics as outlined in the Equality Act 2010.

### Privacy Statement

As data controller we will collect and process personal data relating to you. We will only collect personal information when we need this. The type of information we need from you will vary depending on our relationship with you. When we ask you for information, we will make it clear why we need it. We will also make it clear when you do not have to provide us with information and any consequences of not providing this. We are committed to being transparent about how we collect and use your data, and to meeting our data protection obligations with you. Further information about this commitment can be found within our full Privacy Statements.

Alternative formats available



Happy to translate  
Możemy przetłumaczyć  
Раді перекладати  
Ni Fahari kutafsiri

نحن سعداء لتقديم الترجمة  
अनुवाद करके खुशी हुई  
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乐意翻译

# 1. Foreword

Welcome to our Customer Engagement Strategy.

We have been working over the last three years on improving customer engagement and meeting the changing needs and expectations of our customers. This strategy builds on the good work already achieved through our last customer engagement strategy and action plan.



Our key achievements from our last strategy include:

- ✓ reviewing and improving our website; introducing new functionality and updating our layout to make it easier for our customers to navigate and find the right information quickly.
- ✓ Launching our Facebook page to keep our customers updated on all our community events and activities.
- ✓ reviewing the style and content of our Newsletter, bringing in easier to read articles and a greater community focus.
- ✓ holding our first 'creating communities' event for our customers and inviting local partners to join in with the event.
- ✓ recruiting two new community Management Committee members.
- ✓ and holding a year of 50<sup>th</sup> Anniversary events to celebrate with our community.

This strategy will focus on building on our successes and what we do well, while exploring new ways to engage with our customers to ensure you have an opportunity to be heard and participate in a way that is suitable for your needs. The key principles of our customer engagement strategy are, Sharing, Listening & Participating.

We developed this strategy in line with our regulatory and legislative requirements but more importantly we developed it by listening to you and listening to key areas for improvement you would like to see.

We are committed to putting customers first and foremost, communicating, listening, and engaging with you to ensure we can continue to provide high quality services that reflect your priorities, and reflects our vision of **Local People, Local Control**.

Chris Elliot  
**Chair**





## 2. Purpose of strategy

We recognise that to deliver excellent services we must engage with our customers in a meaningful way to ensure you have an opportunity to have your say on what we do and how we do it. We want our customers to feel involved and their opinion valued.

This strategy will provide a framework for how we will improve customer engagement, to turn feedback into actions and actions into improved customer satisfaction. The strategy will help us reflect on our past and build new and exciting ways to engage with our customers.

We developed this strategy by listening to what our customers think about us now and how they think we could improve. We used information gathered from our customers, Management Committee and employees to build this strategy and action plan.

We have legislative and regulatory responsibilities as a social housing landlord for all aspects of the work that we do, including customer engagement. This strategy reflects these responsibilities.

The Housing (Scotland) Act places a statutory duty on all social housing associations to ensure that they involve tenants in decision making processes. This duty is reinforced by the Scottish Social Housing Charter, which details specific requirements that relate to customer engagement:

### Communication

Social landlords manage their businesses so that: tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

### Participation

Social landlords manage their businesses so that: tenants and other customers are offered a range of opportunities that make it easy for them to participate in and influence their landlord's decisions at a level they feel comfortable with.

### Equalities

Social landlords manage their businesses so that: tenants and other customers have their individual needs and rights recognised, are treated fairly and with respect and receives fair access to services.

#### **What is the Housing (Scotland) Act?**

This piece of legislation has evolved over the years to ensure that not only improvements to housing quality and availability of social housing but to ensure tenants' interests are protected. The Act has previously introduced the Scottish Housing Charter and established the Scottish Housing Regulator.

#### **What is the Scottish Housing Charter?**

The Charter is 16 expected outcomes and standards that all social landlords should achieve. Social housing landlords' performance is monitored against these standards by the Scottish Housing Regulator. A full copy of the Charter can be found on the Scottish Government website ([www.gov.scot](http://www.gov.scot)).

#### **Who is the Scottish Housing Regulator?**

They are an independent organisation who monitor landlords' performance against expected outcomes and regulatory requirements. Their role is to protect the interest of tenants and others who use landlord services. More information about their role can be found on their website ([www.housingregulator.gov.scot](http://www.housingregulator.gov.scot)).

## 3. Who we are

We are a community-controlled housing association and an independent not-for-profit social business. Operating in the Tollcross, Braidfauld, Lilybank / Newbank and Carmyle areas, we have over 2,200 homes for social rent, over 590 factored properties and mid-market rented properties managed by Auchenshuggle Develops.

We are led by an experienced and capable Management Committee. With a passion for housing and the community we operate, our committee members are volunteers who have a wide range of experience, skills, and knowledge, including strong local insight into the needs of our customers and community.

The Management Committee is responsible for providing strategic direction, monitoring performance, and driving continual improvement of our homes and services. The Management Committee then task our Leadership Team to lead the Association to achieve these strategic objectives, in line with our core values.

### Our Vision

Local people, local control.

By providing quality homes and services, we will create stronger communities and a better quality of life for our customers.

### Our Values

- Focused on the needs of our customers and communities.
- Supportive of our staff and Committee members.
- Responsible, efficient, and innovative.
- Open and accountable.
- Inclusive and respectful.
- Fair and trustworthy.

### Our Strategic Direction

Consolidation and improvement: Applicable to our core business as a landlord & property manager.

Growth: Through the new build opportunities, we are taking forward.

Partnerships: Where this can help to address shared goals and increase capacity and value.

Resilience: A key priority across all parts of our business.

### Our Strategic Objectives

Services: Deliver quality, value for money services that meet customers' needs

Homes & neighbourhoods: Provide quality homes and neighbourhoods.

Assets: Manage our assets well, by spending wisely.

Communities: Work with local partners to provide or enable services and activities that benefit local people and our communities as a whole

Our people: Offer a great workplace environment that produces a positive staff culture and highly engaged staff.

Leadership & Financial: Maintain good governance and a strong financial business plan, to ensure we have the capacity to achieve our goals.



## 4. What we do

We are a customer focussed organisation providing high quality services that reflect your priorities. We are committed to providing you with a range of ways you can stay informed and get involved with us to help us improve our performance and services. These range from simply filling out a survey to sitting on our Management Committee.

### Stay informed

We have a range of ways we **keep our customers informed** about our performance, services, and wider role activities. They include our quarterly newsletter, annual landlord performance report, annual assurance statement, posters, leaflets, letters, emails, texts, website, app and social media.

### Get involved with a bit of fun

We value what **community events and activities** do to boost customer engagement. Building positive relationships in this way helps remove barriers to our customers engaging with us in more formal ways in the future as we have an established foundation based on trust and mutual respect.

We aim to have a balance of community events to allow a range of people to attend (from events for the kids to an over 60s bus trip). Our events are advertised through our newsletter, website and social media.



### Get involved for a couple of minutes

We want to hear from you and regularly ask for feedback through **surveys and questionnaires**. We use the results of these to build our action plans and strategies, so completing a quick questionnaire can really shape the work that we do.

Another important way we engage quickly is through **complaints**. We encourage you to let us know when we have failed in providing our services. Dropping us an email, giving us a call, filling in an online form – these quick contacts help shape areas of the service that requires improvement.

Becoming a **member** of the Association takes a couple of minutes and you can attend and vote at our AGM, and you are eligible to become a Management Committee Member.

### Get involved when you can

Building on the feedback we receive for general surveys and questionnaires; we also have a **consultation register** where you can identify areas of interest to you and when we come to review this area we will consult with you on this topic. This engagement is on an ad hoc basis and customers feedback when they can.



Our **Events Focus Group** meet on a regular basis to plan and organise our community events and activities. The group is made up of community volunteers and employees, who work together to ensure our community events are a success. While the group meet on a regular basis, community volunteers can engage as little or as much as they like, they can simply give ideas and feedback or volunteer on the day of the events.

Our **Performance Improvement Network** (PIN) is made up of community volunteers and meet on a regular basis to review our performance in key areas. Focussing on scrutinising and improvement, they provide critical feedback and recommendations to our Management Committee to help improve our services. While the group meet on a regular basis, attendance is based on a when you can, this is to encourage engagement and remove the pressure felt by regular attendance.

Supporting our PIN group is our **Performance Improvement Loops** (PILs). Similar to the consultation register, these are groups of customers interested in a particular topic and engage on an ad hoc basis. The PILs provide an in-depth look at areas of our service, reviewing and providing critical feedback to the PIN.

## Get involved on a regular basis

Our **Management Committee** is made up of members of the Association and they meet monthly to lead and direct the Association, to ensure that we achieve our strategic priorities. We encourage people who are interested in the Association’s work or are tenants to consider seeking election as a Management Committee member and we are committed to ensuring broad representation from the communities that we serve. As a registered social landlord, there are rules surrounding the Management Committee and their engagement with the Association. Anyone interested in becoming a Management Committee member is supported through this process with a thorough induction and mentoring with another Committee member.

## What you said about what we do

We are committed to customer engagement and have a strong track record of customer satisfaction in these areas. We completed our 3-yearly customer satisfaction survey in 2023, and the following results related to customer engagement.

**98%** satisfied with being kept informed

**99%** satisfied with opportunities to participate

**93%** satisfied with their last customer contact





The survey also allowed us to look at what we currently do in terms of communication and participation, and areas where we could improve. For example, based on the feedback received 71% felt we should have a social media presence, and we introduced our Facebook page at the end of 2023. Some of the other feedback received will help build our next steps in our action plan, below is a summary of the results.

#### Methods of communication used:

Written (letters, newsletters, leaflets & publications). Electronic (email, app, texts, website, & social media).  
Phone, face to face, & meetings.



#### What you said:

Your preferred method of being kept informed was newsletters and letters. For matters relating directly to your tenancy the preference was telephone and letters. Approximately 50% would like more online services.

#### Ways to participate:

Membership of the Association, Management Committee, Performance Improvement Network, Events Focus Group, Community Volunteers, satisfaction surveys, AGM, & consultation register.



#### What you said:

Awareness for the different ways to participate ranged from 47% to 67%. 96% were happy not being involved in the decision-making process.

In addition to the 3-yearly action plan we ask our customer for the feedback at all our community events, and we invited customers to complete a short survey specifically on customer engagement, below is a summary of these results.

#### Ease of contacting us (4.7)



#### Ease of finding information you need (4.5)



#### Effectiveness of keeping you informed (4.3)



#### Effectiveness of complaint communication (2.5)



The most effective way our customers found out about our events was through text messages and when we asked what type of events they would like to see in the future the majority stated family fun days.

Using the information from our customers we have identified where we want to be in the future and developed an action plan to help get us there.



## 5. Where we want to be

### Sharing



When sharing information with you about our services we want to ensure we:

- use the right methods of communication to suit your needs.
- communicate in a timely manner.
- share the right and relevant information, to ensure the message is clear.

We recognise that we operate in an increasingly digital world, and many choose to connect digitally for the convenience of finding out about our services from their own home. However, we are aware that only 80% of our customers currently have access to the internet. Therefore, we want to ensure that we embrace digital platforms alongside our more traditional ways of sharing information, as opposed to replacing them.

We want to be clear and transparent about our services, and ensure our customers know how they can access them. We will make sure information we share is jargon free and easy to find. We will be proactive about sharing new information to ensure our customers have the information they need at the time they need it. We also want to ensure that our message is consistent across the Association, ensuring that our employees are up to date about the work that we do.

### Listening



When listening to you we want to ensure we:

- listen to understand, not to respond and defend.
- make it easy for you to share information and feedback with us.
- act on your feedback and provide relevant updates.

We want to make it as easy as possible for you to feedback to us, to help shape our services and we want you to know what we do with the feedback they provide. We want to remove barriers for you to contact us, to ensure that you can be properly heard.

We have seen customer expectations change since the pandemic and with the negative impact of the economic climate. We want you to share your experiences of our service with us to help us understand what is important to you. We want to value you as an individual, not make assumptions about you, listen to what you need, and adapt (where possible) to meets these needs.

### Participating



When participating with the work that we do we want to ensure we:

- have a range of options, to allow for you to participate at a level and frequency suitable for you.
- have meaningful opportunities to influence our decision-making process.
- support opportunities for customers to build confidence, knowledge & skills.

We have a range of opportunities for you to participate and scrutinise the work that we do. However, we want to ensure that all our customers are aware of these opportunities and ensure that any barriers are removed from them to participate. We want to explore options for participation to maximise customer engagement and try to engage with hard-to-reach groups.

## 6. How we will get there

We will create an outcome focussed action plan to ensure we achieve our strategies objectives. This action plan will be monitored by our Performance Improvement Network and managed by an internal Customer Engagement Working Group. Our outcomes build on the work already achieved by our last 3-year action plan and overlaps in our core principles of customer engagement (Sharing, Listening and Participation).

### Outcome 1: Communicate with our customers in a way that suits them.

We will build on our current communication channels (reviewing and improving our established channels) and identify any gaps in how, when, and why we can communicate with our customers. Including exploring how we feedback to customers when they contact us with feedback.

We will look at options for our customers to be able to select a preferred method of communication with us; to make the communication process easier and more convenient.

We will explore how to make it easier and more convenient for our customers to feedback and share information with us.

### Outcome 2: Be clear about our who we are, what we do, and how our customers can get involved.

We will seek ways to boost engagement with our customers to help them understand what services we offer, how they can access them and where they can go to if they need to seek further information about them.

We will develop our employees to ensure our customers are able to speak to any employee about our services and feel confident about the information they receive.

We will review the information (including official correspondence) we share to ensure it is jargon free and easy to read.

### Outcome 3: Provide a range of opportunities for customers to influence the work that we do.

We will review our current opportunities to engage and influence, looking at introducing new opportunities to help boost engagement. We will look at how we update our customers with how their engagement influenced the work that we do.

We will review our current participation opportunities and identify ways to boost engagement with these. We will look at offering different participation opportunities to boost engagement with hard-to-reach groups.

### Outcome 4: Remove barriers for our customers engaging with us.

We will be mindful of barriers facing our customers and seek ways to reduce them.

We will embrace new opportunities while ensuring we continue to offer opportunities suitable for all (i.e. we will embrace offline and online opportunities together to maximise engagement).

We will continue to be a community anchor and continue to work to establish local partnerships.

## 7. Customer Engagement Action Plan 2025-2028

Aim <i>What do we want to achieve</i>	Activity <i>What do we need to do</i>	Actions required <i>What steps need to be taken Who should be involved Who should be consulted</i>	Who <i>Responsible lead &amp; key people</i>	When <i>Timescales &amp; Deadlines</i>
<b>Outcome 1:</b> Communicate with our customers in a way that suits them.	1a) Ensure we have a range of communication and feedback channels suitable for all our customers and their needs.	Review the effectiveness of current communication channels and complete a gap analysis. Look at introducing any suitable missing channels and review effectiveness.	Corporate	2026/27
<b>Outcome 1:</b> Communicate with our customers in a way that suits them.	1b) Explore options for customers' preferred method of communication and build into how we engage with them.	Identify options in new software for preferred method of communication. Audit customer contact details and update with preferred choice.	Housing / Maintenance / Implementation Team	2025/26
<b>Outcome 1:</b> Communicate with our customers in a way that suits them.	1b) Explore options for a self-service portal for customers to update information etc.	Review new software options and roll out to customers.	Housing / Maintenance / Implementation Team	2025/26
<b>Outcome 1:</b> Communicate with our customers in a way that suits them.	1d) Explore options for 'right at first point of contact', removing barriers for contact and multiple handling for customers.	Review key reasons for contact. Explore options for first point response, for a solution focussed approach to customer service.	Housing / Maintenance / Corporate	2026/27
<b>Outcome 2:</b> Be clear about our who we are, what we do, and how our customers can get involved.	2a) Explore ways to promote our services in a proactive manner to as wide an audience as possible.	Continue to review content on website, newsletter and social media. Roll out training to relevant staff on website and social media updates.	Housing / Maintenance / TALC / Corporate	2027/28
<b>Outcome 2:</b> Be clear about our who we are, what we do, and how our customers can get involved.	2b) Ensure all employees are aware about the Association, the work that we do and our core commitments, to better advise our customers.	Review induction, training & internal communication for employees, to build an awareness of our services and core commitments.	Corporate	2027/28



Aim <i>What do we want to achieve</i>	Activity <i>What do we need to do</i>	Actions required <i>What steps need to be taken</i> <i>Who should be involved</i> <i>Who should be consulted</i>	Who <i>Responsible lead &amp; key people</i>	When <i>Timescales &amp; Deadlines</i>
<b>Outcome 2:</b> Be clear about our who we are, what we do, and how our customers can get involved.	2c) Ensure our communications are clear to all customers and match our commitment to them.	Carry out a publication and correspondence review, to ensure it is jargon free and easy to read. Review our customer service standards.	Corporate / PIN	2025/26
<b>Outcome 2:</b> Be clear about our who we are, what we do, and how our customers can get involved.	2d) Ensure our customers know how they can get involved and make a difference to the work that we do.	Promote our customer engagement groups (looking at new ways to get the message out to the community). Link in with the relevant engagement groups to build on work already carried out.	Corporate / PIN / Events FG	2026/27
<b>Outcome 3:</b> Provide a range of opportunities for customers to influence the work that we do.	3a) Ensure our customers can easily contact us when dissatisfied with our service.	Review our complaints handling process ensuring it is easy to use and understand.	Corporate / PIN	2025/26
<b>Outcome 3:</b> Provide a range of opportunities for customers to influence the work that we do.	3b) Ensure we have customer involvement in scrutiny activities to shape our services for them (linked to 2d).	Review and refresh the Performance Improvement Loops, identifying key areas of interest for customers. Explore options for a Young Persons Forum (supported by an internal network).	Corporate / PIN	2026/27
<b>Outcome 3:</b> Provide a range of opportunities for customers to influence the work that we do.	3c) Ensure customer involvement is beneficial to our customers personal development.	Look at ways to celebrate engagement with our volunteers.	Corporate / Events FG / TALC	2027/28
<b>Outcome 3:</b> Provide a range of opportunities for customers to influence the work that we do.	3d) Look at ways to build on opportunities already available to our community.	Explore funding options for initiatives supporting the work that we do and improvements we could make in the local community. Build on our partnership working to link into local community.	TALC / Housing	2027/28

Aim <i>What do we want to achieve</i>	Activity <i>What do we need to do</i>	Actions required <i>What steps need to be taken</i> <i>Who should be involved</i> <i>Who should be consulted</i>	Who <i>Responsible lead &amp; key people</i>	When <i>Timescales &amp; Deadlines</i>
<b>Outcome 4:</b> Remove barriers for our customers engaging with us.	4a) Ensure that our Management Committee is reflective of the community we operate.	Succession plan with our Management Committee to actively recruit new members, reflective of our community.	Corporate	2025/26
<b>Outcome 4:</b> Remove barriers for our customers engaging with us.	4b) Ensure we are aware of the barriers facing our customers.	Review our 3-yearly customer engagement questionnaire to ensure we have accurate demographic data.	Corporate / PIN	2026/27
<b>Outcome 4:</b> Remove barriers for our customers engaging with us.	4c) Ensure our customer voices is reflective of our customer base.	Use demographic data to link into untapped areas of the community to help boost engagement in hard-to-reach areas.	Corporate / PIN	2027/28
<b>Outcome 4:</b> Remove barriers for our customers engaging with us.	4d) Ensure our customers are supported to be able to engage with us.	Explore options for a community development programme, to support members of the community to build their skills and confidence.	TALC / Housing	2027/28

## 8. Equality & Human Rights Impact Assessment

Policy	Customer Engagement Strategy		
EIA Completed by	Corporate Manager	EIA Date	December 2024

**1. Aims, objectives, and purpose of the policy / proposal**

This strategy and action plan aims to provide a framework of how we plan to improve customer engagement. Overall, we want our customers to feel involved and their opinion valued.

**2. Who is intended to benefit from the policy / proposal?**

Customer, staff and other stakeholders.

**3. What outcomes are wanted from this policy / proposal?**

We want to boost our customer engagement, ensuring that customers can get involved when they want, how they want and at a time that suits them.

**4. Which protected characteristics could be affected by proposal?**

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief
<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Marriage & civil partnership	<input checked="" type="checkbox"/> Sex
<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Sexual orientation

**5. If the policy / proposal is not relevant to any of the protected characteristics listed in part 4, state why and end the process here.**

**6. Describe the likely impact(s) the policy / proposal could have on the groups identified in part 4**

While the strategy does not directly impact on any protected characteristics, a desired outcome will be to remove barriers faced by our customers to engage and these are likely to relate to the some of the protected characteristics above.

**7. What actions are required to address the impacts arising from this assessment? (This might include; collecting data, putting monitoring in place, specific actions to mitigate negative impacts).**

To ensure that we can positively engage with the community and tackle barriers faced, we will need to better understand our community demographic. We will review our equalities gathering process and use other data (such as the census) to help build actions.

**8. Consider the impact and actions to be considered for the following Human Right articles:**

**Article 6: Right to a fair trial**  
Everyone should be given the opportunity to participate effectively in any hearing of their case and present their side.

<b>Impact:</b> Complaints process	<b>Actions:</b> While the complaint process mirrors the SPSO best practice, we will be reviewing our complaints process as part of this strategy to ensure the process meets the needs of our customers (building flexibility where needed to support customers' ability to engage with the process).
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**Article 8: Right to respect for private life, family life & the home**  
Everyone has the right to access and live in their home without intrusion or interference.

<b>Impact:</b> Customer engagement	<b>Actions:</b> Customer engagement will remain optional for our customers (excluding requirements as outlined in their tenancy agreement).
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**Article 14: Prohibition of discrimination**  
Everyone has equal access to the other rights contained in the Human Rights Act.

<b>Impact:</b> n/a	<b>Actions:</b> n/a
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