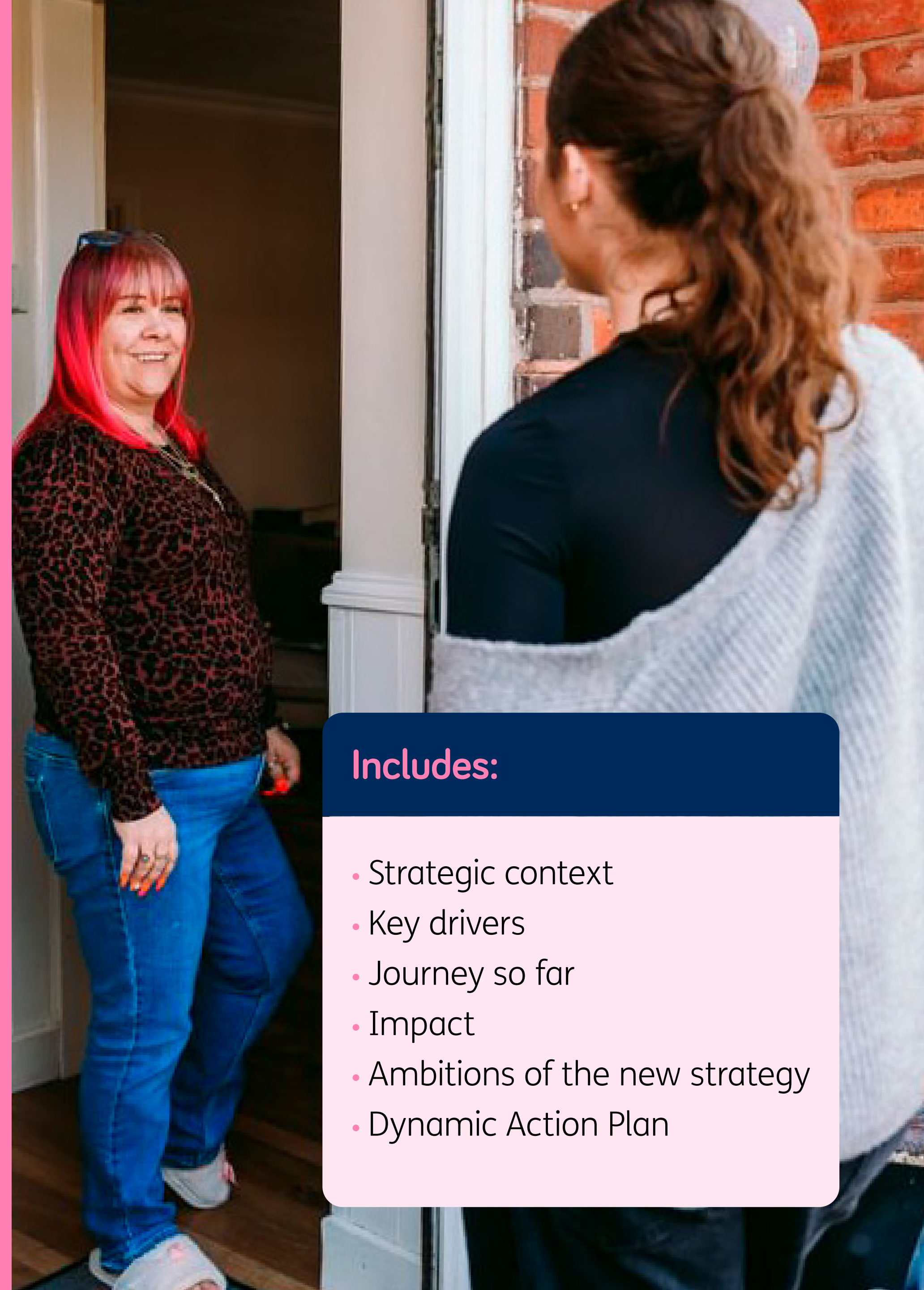


Appendix 1 – Customer Voice Strategy

2026 – 2029 (with review in 2027)



Includes:

- Strategic context
- Key drivers
- Journey so far
- Impact
- Ambitions of the new strategy
- Dynamic Action Plan

Strategic context

Our 2030 Plan sets out our ambitions in response to the changing landscape of social housing and for customers living in our homes. By working with our customers and colleagues, we have identified an ambitious programme of change.

Our mission

“Dedicated to the success of our people and places.”

Our ambition

“We will provide safe and secure homes and deliver high-quality services. Our communities will be empowered to thrive and we will always do the best for our customers.”

Understanding our customers is a foundation to us achieving change

“Developing a better understanding of our customers and what they need from us will help to ensure we deliver services of real value. We will listen before acting and use customer insights to inform our offer, enhancing the customer journey and improving customer satisfaction.”

This strategy responds to the 2030 plan and is also an enabling strategy to support the delivery of supporting strategies. Customer Voice is a golden thread that weaves and connects all of our ambitions together. The strategy is designed to remain flexible and evolve in line with our growth, priorities and the evolving needs of customers and communities.

In December 2024 we were awarded a C1 rating by the Social Housing Regulator, and as part of that our approach to customer involvement was scrutinised. We are confident that this new strategy will help support whg in maintaining a C1 rating.

The Customer Voice is embedded into our suite of strategies supporting the delivery of Our 2030 Plan:

Social Justice Strategy	Diversity & Inclusion Strategy	Customer & Communities Strategy	Asset Management Strategy	Development & Regeneration Strategy	Sustainability Strategy	Digital, Data & Technology Strategy
This strategy will support how we amplify our customers’ voices to underpin our message, with customers’ stories used to bring their messages to life.	We will use data and insight to identify quiet and underrepresented voices. The diversity of our customers influences all elements of this strategy.	The menu of engagement provides opportunities for customers to shape and influence services, green spaces and neighbourhood plans.	This strategy will engage customers to ensure there is appropriate scrutiny of our investment choices and the ongoing development and improvement of services.	This strategy will enable us to engage with local neighbourhoods and customers when determining redevelopment or regeneration proposals.	Customer engagement will shape our major customer impact procurements.	This strategy will offer customers the opportunity to contribute to the development of seamless, proactive digital services for customers.

Communications Strategy

Enables the promotion of this work across our customer base.

Transformational programmes in Our 2030 plan

Data-driven decisions

Forward-thinking services

Social justice – transforming lives

Sustainable futures

Making places

Work & workplace of the future

Key drivers

We are driven by a commitment to our customers, listening, engaging and continuously improving services to meet their needs and deliver better outcomes. Our approach is underpinned by regulatory requirements, ensuring we meet standards while putting customers at the heart of our decision making.

Regulation:

Tenant Influence and Accountability Standard (Regulator of Social Housing)

- Requires providers to give tenants opportunities to influence decisions, shape services, and hold landlords to account.
- Emphasises clear communication, consultation, and responsiveness.

Social Tenant Access to Information Requirements

- Proposes extending Freedom of Information Act (FOIA)-style rights to tenants, increasing transparency obligations.

Consumer Standards Review (2024)

- Strengthens requirements for tenant engagement and complaint handling.
- Introduces a more proactive regulatory approach to consumer standards.

Housing Ombudsman Complaint Handling Code

- Sets expectations for fair, transparent, and timely complaint resolution.
- Requires landlords to learn from complaints and demonstrate continuous improvement.

Building Safety Act (2022)

- Mandates clear communication of safety information to residents.
- Reinforces accountability for building safety decisions.

Journey so far 2023-2026

Over the past three years we have successfully delivered the aims set out in our Customer Strategy 2023–2026. This has included the relaunch of our menu of engagement, offering a blend of digital and in-person opportunities, a full programme of community-based activity, and a range of more focused workshops. We have increased the number of customers actively shaping our services and ensured that involvement opportunities are accessible and inclusive for customers.

Strengthening Customer Scrutiny

We refreshed our approach to customer scrutiny with the introduction of the Service Improvement Group, who commission workshop-based reviews that involve a wider group of customers. In 2025, scrutiny was completed on our complaints' resolution process, and the agreed action plan has been published on the whg website.

Customer Service Assessors Programme

Our programme brings together trained Service Assessors and resident **Block Champions** to provide independent, customer led insight for service quality. Service Assessors are appointed customers who carry out structured, independent assessments of services and neighbourhood standards. Block Champions are volunteer residents from across our high and low-rise homes who regularly review communal areas, helping us monitor standards and identify local issues for improvement.

Total assessments for 2024/2025 reached 168, with a 96% median pass rate across the full range of standards:

- empty homes standard.
- damp and mould case handling.
- customer service experience.
- communal area inspections.

Service leaders respond quickly to any risks or concerns identified through this programme.



Journey so far 2023-2026 (continued)

Digital engagement and feedback loops

Our customer portal connects customers with ongoing consultations, making it easier to share their views and shape services.

This has already led to increased engagement. We continue to keep customers informed through regular “You Said, We Did” updates in our customer e-newsletter and will strengthen this further throughout the new strategy period.



Inclusive engagement through insight

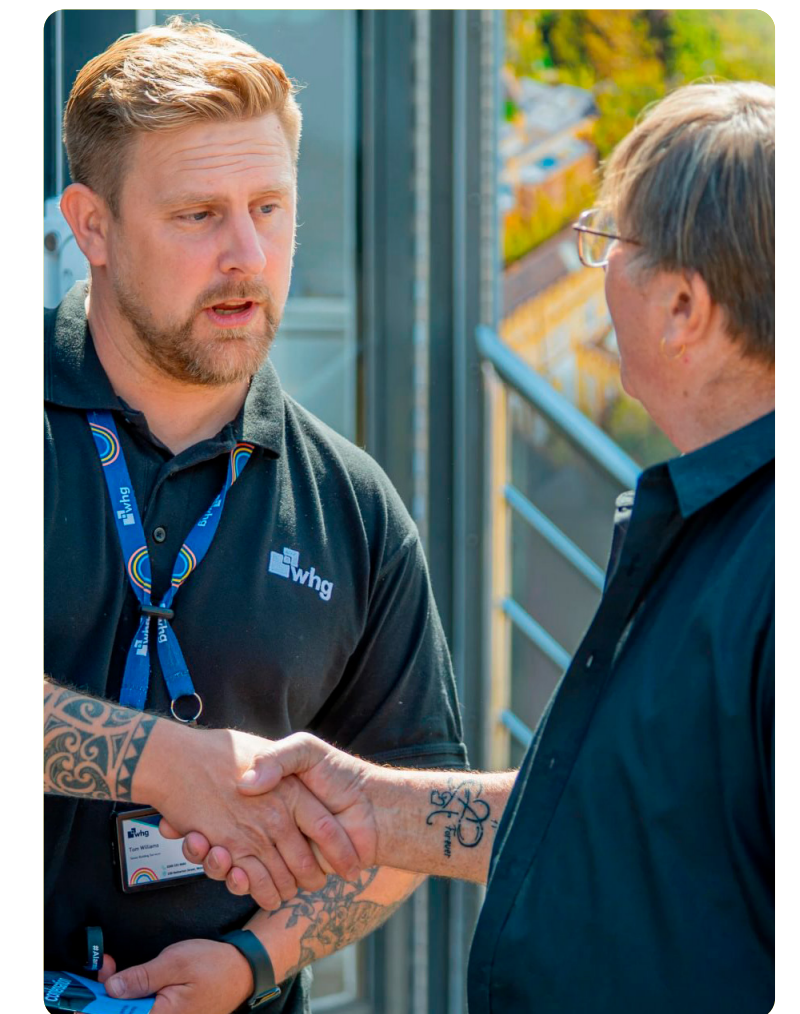
To enhance the inclusivity of our engagement approach, we developed a Diversity and Inclusion Dashboard, enabling us to understand customer experiences through an intersectional diversity lens. This insight has supported more focused engagement with underrepresented voices.



Customer feedback on future engagement

As part of the consultation for the new strategy, customers were consulted at our annual Big Day Out and Customer Conference, they were asked how they would like to continue being involved and reflected on the current volume of activity. They told us they value a blended approach to involvement, and that the existing volume of engagement opportunities feels right for them.

Our Service Improvement Group have been involved in shaping this final strategy.



Impact

Since the launch of the strategy in 2023 we have grown the opportunities for customers to shape and influence the services they receive.

We have positioned ourselves within the wider sector, developing our partnerships to broaden our perspective, share learning and contribute as thought leaders in customer engagement.

8,500
(across 23,000 homes)

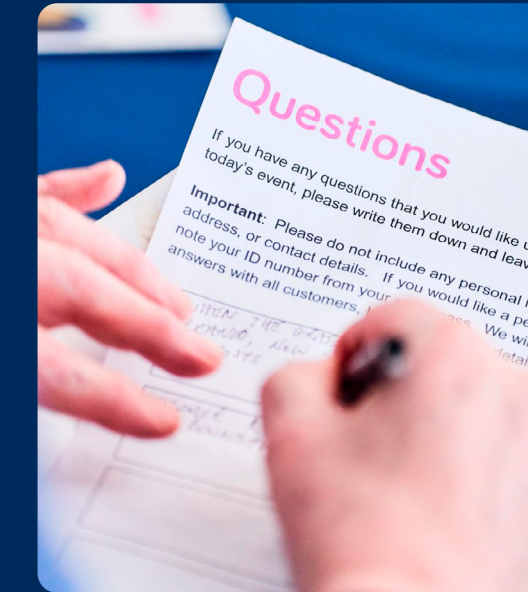
How many times customers have taken part in a consultation for a policy or strategy



159

Policies and strategies

which customers have shaped and influenced



3

Published Scrutiny Reviews 2024/2025

- Damp and Mould
- Antisocial Behaviour
- Complaints



58

Block Champions assessments

for communal areas in high rise homes



110

Customer led service assessments

- Empty homes
- Damp and mould visits
- Communal areas

3

Big Days Out

An annual customer engagement event



1

Customer Conference

launched in 2025



3

End of year events

to reflect on customer involvement



£35

Average investment per customer at engagement events



£7,000

invested to support and incentivise customer participation in 2025



PlaceShapers
Together we help communities thrive

Aims of the Customer Voice Strategy

1. Forward thinking engagement
2. Being open and accountable
3. Data driven decisions driven by customer insight
4. Strong governance



Have
your say

Aims of Customer Voice Strategy

Our Customer Voice Strategy is built on four strategic pillars that ensure every voice is heard, valued and drives meaningful change.

Four Strategic Aims

1. Forward thinking engagement

Every customer has the opportunity to share their voice, through an accessible menu that enables under represented voices and diverse perspectives across our growing geography, ensuring there is fairness and equity so customers can shape and influence the services they receive.



2. Being open and accountable

Report openly on our performance so customers know how we are doing, and how customer influence has shaped our decisions.



3. Customer insight will drive our decisions

An action-based approach that focuses on implementing improvements based on our customers feedback through our customer voice programme, complaints, compliments, and insights. Ensuring that we listen and act on feedback. Influencing improvements and tailoring services based on the voice of our customers, leading to meaningful changes in services and policies.



4. Strong governance

To continue to develop our scrutiny model to enable our customers to review and identify areas for improvement and to provide assurance to our Customer Services Oversight Committee and Board on our progress, and develop further opportunities for customer membership on Boards and Committees.



1. Forward thinking engagement

Every customer has the opportunity to share their voice, through an accessible menu that enables under represented voices and diverse perspectives across our growing geography, ensuring there is fairness and equity so customers can shape and influence the services they receive.



- 1. Continue to develop inclusive and flexible opportunities for customers to shape and influence the services they receive, through a blended menu of digital and community-based engagement that is accessible to all.
- 2. Regularly review how easy it is for customers to have their voice heard – from sharing feedback to making complaints and influencing service design.
- 3. To deliver value for money across the engagement programme that build efficiency into the services we deliver.
- 4. Support our customers to engage in wider networks, such as TPAS/NHF, building their confidence and participation in policy discussions on a local and national level.
- 5. To engage customers to influence local neighbourhood plans.
- 6. We will aim for engagement that reflects our customer base, with participation broadly mirroring key customer demographics and geographic location.
- 7. We value our customers’ time and experience and will continue to invest in engagement events and incentive programmes that ensure participation drives meaningful change.

Measures of success:

To ensure we are listening and acting on the views of customers who are reflective of our customer base.
Target: Maintain engagement that reflects our customer base (across key demographics and geography)

TP06 Satisfaction that we listen and act
2025/2026 Performance: 66.3%
Target: Maintain above national benchmark 63.3%

TP08 Customers feel they are treated fairly and with respect
2025/2026 Performance: 84.7%
Target: Maintain above national benchmark 79.4%

A flexible menu of engagement will continue to be delivered throughout the delivery plan of the Customer Voice Strategy, we are committed to delivering a programme that offers both digital and in person consultations.

Underrepresented voices

- To grow opportunities to engage under represented voices that are representative of customers and communities we serve.
- Continue to monitor and target engagement opportunities across our customer profile with particular focus in relation to age, ethnicity and disability and use insight to shape and improve levels of engagement and satisfaction with our services.
- To continue to broaden engagement to reflect our full customer base, strengthening participation across all tenures.
- To continue to build equity into the experience of influence, by building trust through our events programme and forming connections through key relationships with our customer-facing colleagues.
- To develop a co-design model to shape and influence our approach to seek out under represented communities.

Place focused

- To grow opportunities to engage customers across our geography both in and outside of Walsall, and across tenure types.
- Continue to monitor and target engagement opportunities across our geography with particular focus to grow engagement outside of Walsall and providing opportunities for all tenure groups.
- To build upon our current approach of engaging customers in their own community to shape and influence plans for their neighbourhoods.
- To continue to gather insight in relation to our place shaping activity, and shaping the design of homes and communities in the future.
- Continue to offer customers the opportunity to influence how we design homes and communities in the future.

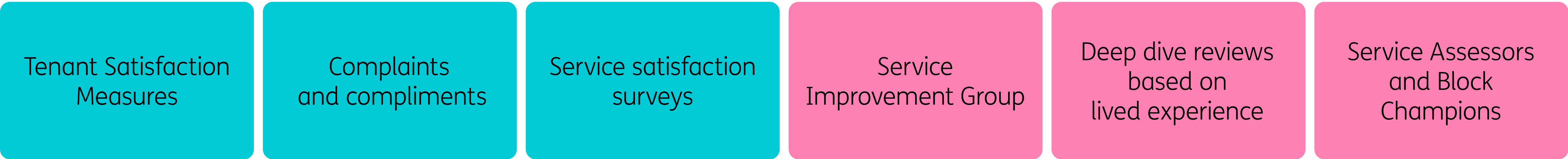
Model of engagement

We have talked to our customers to understand how they would like to be involved to develop an inclusive model of engagement that is flexible and accessible. This is an approach that is a blend of digital access, workshops and community-based activity across our geography.

How we engage customers



How insight is captured and drives improvement



2. Being open and accountable

Report openly on our performance so customers know how we are doing and make it easy for customers to see how their views shape our decisions.



- 1. We share our performance and publish our Tenant Satisfaction Measures for our customers to ensure we are transparent and providing opportunities for customers to get involved in deeper scrutiny of our services.
- 2. We host an annual customer conference to bring together our customers and service leaders to discuss decisions, share updates, and explore new ideas together.
- 3. We regularly publish ‘You said, we did’ updates so customers understand how and why decisions are made and how their involvement has shaped the decision-making process. We review the impact regularly through an annual compliance assessment of regulatory standards.
- 4. We set measurable service improvements in relation to customer-led scrutiny of our services and report against them regularly.
- 5. We continue to develop opportunities for customers to be involved in the scrutiny of our services. This is led by our customers who are members of the Service Improvement Group – who facilitate a workshop approach to involve customers in developing service improvement plans.
- 5. We will publish outcomes from our customer-led Service Assessor Programme and continue to grow and engage our network of Service Assessors, providing appropriate incentives to recognise their time and expertise, and strengthening independent, customer-led assessment of service quality.

Measures of success:

TP06 Satisfaction that we listen and act
2025/2026 performance: 66.3%
Target: Maintain above national benchmark of 63.3%

TP07 Customers are satisfied that they are informed about things that matter to them
2025/2026 performance: 76.5%
Target: Maintain above national benchmark of 72.8%

3. Customer Insight will drive our decisions

An action-based approach that focuses on implementing improvements based on our customers feedback and insight. Ensuring that we listen and act on the voice of our customers leading to meaningful changes in services and policies.



1. Customers have the opportunity to feed back about our services via complaints, transactional satisfaction surveys and the Tenant Satisfaction Measures.
2. Customer satisfaction measures are an integral part of whg's Business Intelligence Framework and Value For Money Strategy, with targets set using sector benchmarks. Performance is monitored at all levels of the organisation and used to inform strategic decision making. We have built our performance framework around key questions, like “Are our homes safe?” and “Are customers satisfied with our services?” These questions help us focus on what really matters to our customers. Through using the feedback provided we can make sure we keep adapting to changing customer needs.
3. Find the quiet voices in communities, triangulating data linked to ‘no access’ or low levels of engagement to understand their needs.
4. Complaints provide invaluable insight into how customers experience our services. We will continue to deep dive into trends and themes to drive improvements to our services.

Measures of success:

TPO1 Overall satisfaction
2025/2026 performance: 78.4%
Target: To maintain above national benchmark of 73.2%

4. Strong governance

To continue to develop our scrutiny model to enable our customers to review and identify areas for improvement and to provide assurance to our Customer Services Oversight Committee and Board on our progress, and develop further opportunities for customers.



1. To monitor that the customer voice programme is inclusive and representative of our customer base.
2. To measure the impact of customer influence through the use of Customer Impact Assessments.
3. To report on a regular basis to the Customer Service Oversight Committee and Board to provide assurance.
4. Robust data governance & insight management that is compliant with GDPR legislation.
5. To continue to develop opportunities for customers to join the Customer Service Oversight Committee.
6. To continue to support the customers who form the Service Improvement Group, recognising their contribution through appropriate incentives, and respond to recommendations with a published action plan on the whg website.
7. To be compliant with regulation and legislation.

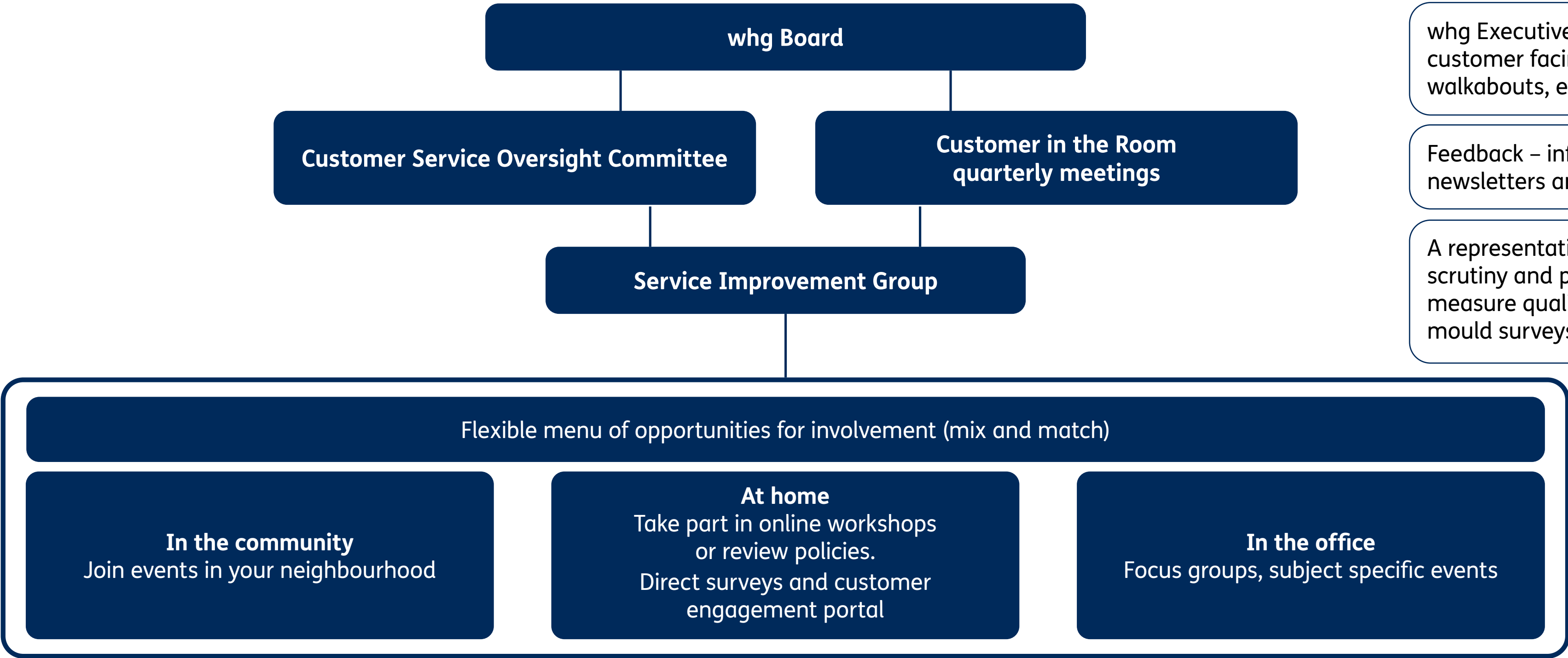
Measures of success:

To increase participation in the Service Assessor Programme by 50%.

To publish up to four improvement plans with regular published updates per year.



Customer involvement in whg governance



- whg Board and Committee members connect with customers including: walkabouts, high rise visits, drop-in community events, CSOC pre-meets.
- whg Executive Team and senior management attendance at customer facing events, shadowing colleagues and participation in walkabouts, estate visits, complaint meetings.
- Feedback – information shared via social media, website and newsletters and through Customer In The Room.
- A representative group of customers who lead the delivery of scrutiny and programme of customer led service assessments to measure quality of services that include; communal areas, damp and mould surveys, customer services and empty homes.

Involvement activities include:

- attending workshop events (whg and external) and sharing experience
- Customer Voice On Tour (community vehicle)
- participating in a task and finish group
- participating in a service design group
- joining the Service Improvement Group
- becoming a Service Assessor
- becoming a Block Champion
- participating in procurement evaluations
- inputting and consultation in policies and strategies
- attending scrutiny and co-design sessions

All involved customers can access training both internally from whg and through external partners like TPAS ' and also receive support from whg's Customer Voice Team.



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whg is the trading name of Walsall Housing Group comprising Walsall Housing Group Limited, company registration number 04015633, registered provider number L4389, registered charity number 1108779 and all its subsidiaries. The company and all its subsidiaries are registered in England and Wales at 100 Hatherton Street, Walsall, West Midlands WS1 1AB