

# Customer Voice Strategy

2023 - 2026



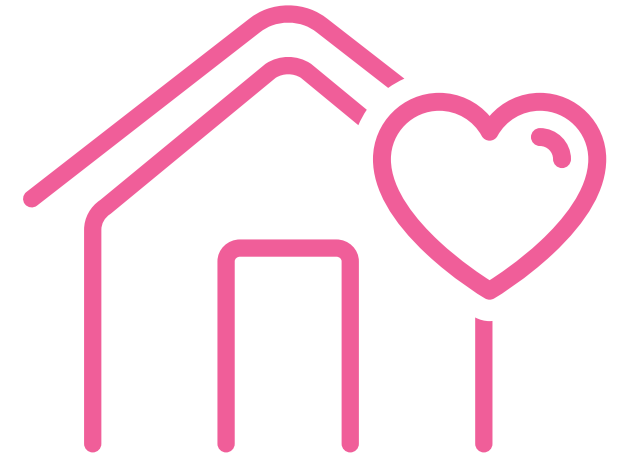
Company registration number: 04015633  
Registered provider number: L4389  
Registered charity number: 1108779  
Registered office: 100 Hatherton Street, Walsall WS1 1AB

# Strategic context

whg's Corporate Plan 2017-24 sets how we are 'dedicated to the success of our people and our places'.

**We are proud of our reputation as 'more than a landlord' and we have a clear social purpose that goes beyond bricks and mortar. Central to this is a strong Customer Voice that informs our governance arrangements, influences our decisions and impacts on the way we deliver our services. This is supported by opportunities for customers to engage with us in a way that best suits them.**

- **This Strategy meets the requirements for co-regulation** set out in the Social Housing Regulation Bill, the new obligations outlined in the Building Safety Act (2022) for Resident Engagement and is influenced by the Better Social Housing Review (2023).
- **This Strategy is aligned with our key business strategies**, such as our Digital First Strategy, Housing Strategy and Resident Engagement Strategy (Building Safety).
- **This Strategy sets out our approach for the new engagement standards** (Tenant Satisfaction Measures) and how we use insight to inform our engagement and consultation programme as evidence for a new consumer regulation regime.



# Strategic context (cont.)

**The Social Housing Regulation bill** introduces the Tenant Satisfaction Measures to demonstrate respectful and helpful engagement of tenants. The following are to be collected through tenant perception surveys:

- Satisfaction that the landlord listens to tenant views and acts upon them.
- Satisfaction that the landlord keeps tenants informed about things that matter to them.
- Agreement that the landlord treats tenants fairly and with respect.

New obligations are set out in the **Building Safety Act 2022** for owners of high-rise buildings, including the implementation of a resident engagement strategy that allows residents to have a say in decisions regarding safety risks in their building.

**The Better Social Housing Review** recommends that Housing Associations should work with all tenants to ensure that they have a voice and influence at every level of decision making across the organisation, through both voluntary and paid roles.

**This Strategy will deliver the aims of our Corporate Plan and will be reviewed for alignment with the 2024 onwards Corporate Plan. A 12-month delivery plan accompanies this Strategy.**



# Executive summary

Diversity and inclusion matters to us. We offer a range of ways for customers to engage with purpose and influence. We are committed to taking meaningful action to increase the diversity of our customers participating, and will make sure we are listening and acting upon the voices of many. We will work to reduce barriers for customers who are underrepresented and actively seek out the quiet voices.

We respect that our customers' time is valuable and we offer a model whereby customers can engage when it is right for them, and for as long or as short a period as they would like.



We are purposely breaking from the norm and moving away from fixed panels, where we listen to a few. Instead we are creating a vibrant Customer Voice network with conversations of interest for customers to join and bring their experience as a customer. There is a clear menu of options that are flexible around our customers' lifestyles so we offer all customers the opportunity to share their views and have influence.

By listening to more diverse voices and creating safe spaces both digitally and in communities we aim to reach more customers than ever before.

There are opportunities to do more, whether that is in the local community shaping neighbourhood plans, taking part in co-designing a new service, carrying out a scrutiny review of our services, or participating in a session with our board.

We offer training and support to unlock potential through our Housing Academy and develop the skills and talents of our customers.



# Executive summary (cont.)

This Strategy has been developed by listening to our customers and our leadership teams, creating a strategy that is purposeful and meaningful. This includes a flexible engagement model that enables our customers to shape and influence the services they receive.

We have set out our approach to customer involvement across three key aims:

- **Aim 1:** The power of influence
- **Aim 2:** How we involve customers
- **Aim 3:** An inclusive and valued approach

This Strategy includes how we involve our customers and develop customer-led, evidence-based solutions through:

**Customer insight (quantitative);** a programme to measure our performance, build insight, improve our services, respond to complaints and learn lessons.

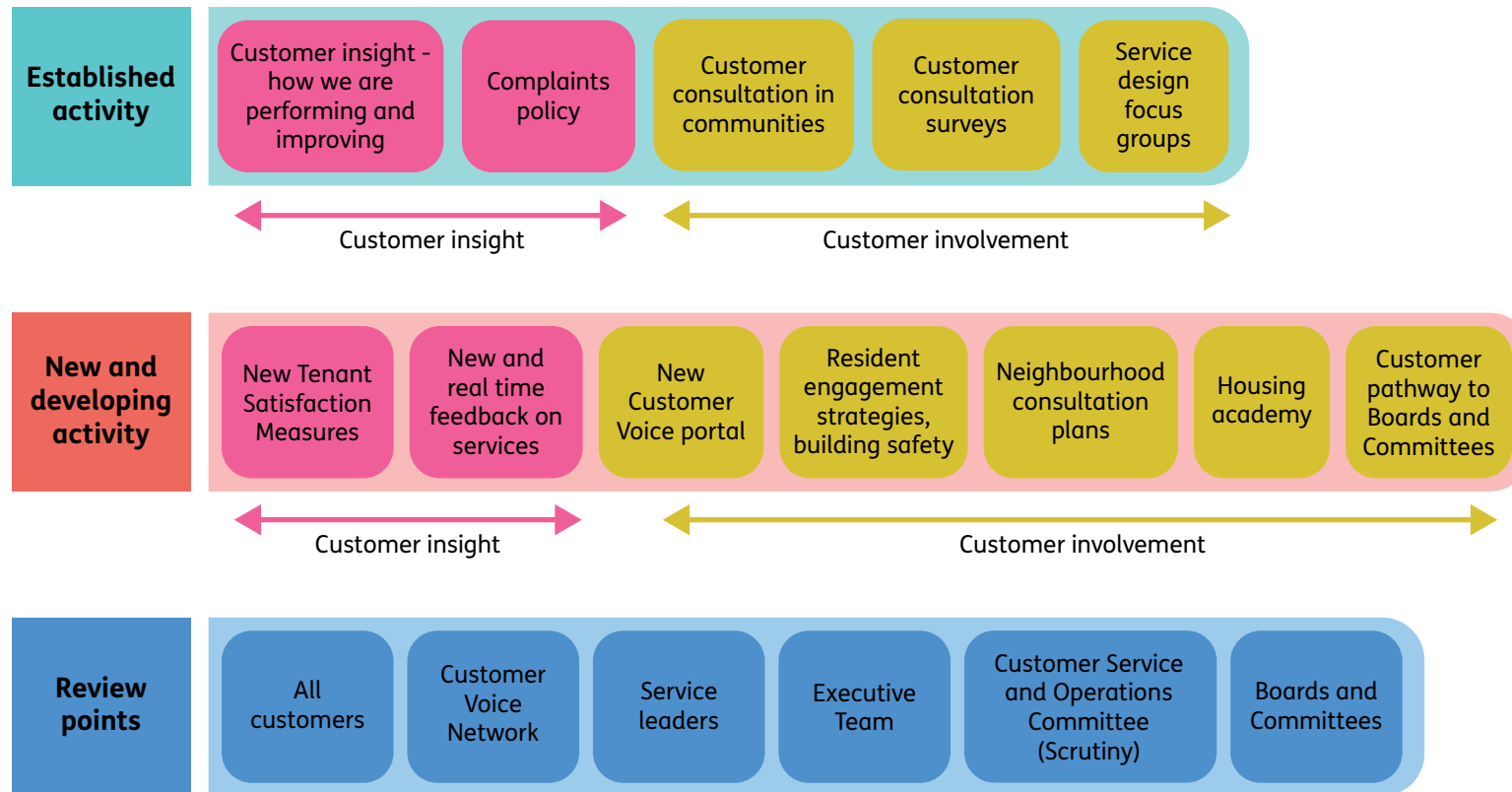
**Customer involvement (qualitative);** an inclusive programme to collaborate and co-design our strategies, policies and to work in partnership with customers to shape neighbourhoods.

The opportunity to be an involved customer is open to all tenures, this includes anyone living in a household, as we recognise that our services can connect beyond the contracted relationship.

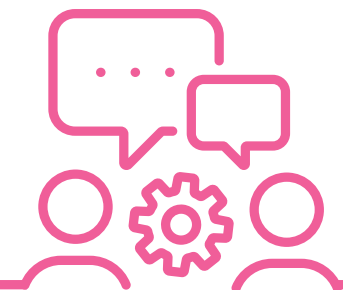
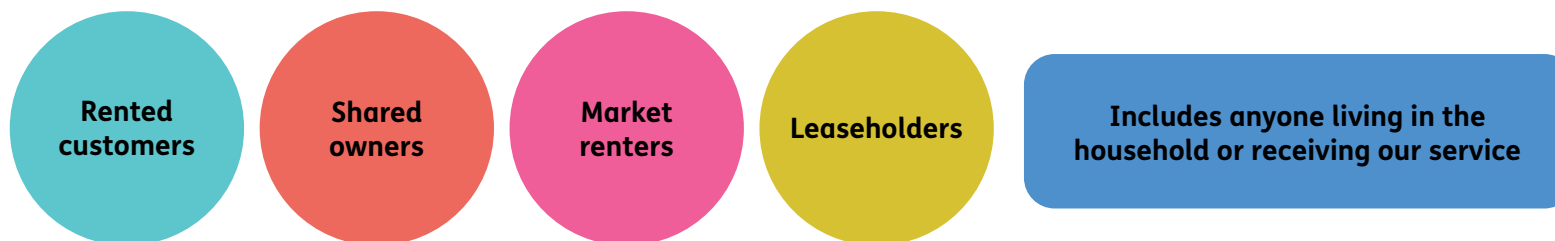
Our established programme of activity is being enhanced by this strategy to deliver a sector leading approach.



## Customer Voice model



## Who are involved customers?



# Aim 1

## The power of influence

**Influence: engagement with a purpose - our customers are driving change and influencing our decisions.**

### Area of focus:

- **All customers** – living in our homes or affected by our work have the opportunity to shape our services by providing instant feedback on their experiences, responding to Tenant Perception Surveys and making a complaint.
- **Customer Voice network** – customers will be connected to a range of consultations in a dedicated customer platform and in communities. The network will deliver a programme of co-design opportunities for changes to customer facing policies and service offers. With support by the Housing Academy to develop skills.
- **Placeshaping** - customers will be engaged in helping us shape Neighbourhood Action Plans (placeshaping), where insight identifies the need for improvements. There will be local consultation on our placemaking activity including new homes and retrofit programmes.
- **Safety Champions** - together we will develop Resident Engagement Strategies to keep customers safe in our high rise and wellbeing schemes.
- **Scrutiny reviews** – customers can trigger reviews e.g. via a complaints learning exercise. Then using insight we will focus on areas where we know our performance is affecting the customer experience. Customers who have experience of the service will have the opportunity to take part in ‘open call’ reviews and make recommendations for improvement and monitor implementation.
- **Pathway to Boards and Committees** – customers will have the opportunity to develop within our governance structure to shape and influence the strategic direction of whg at the highest level of the organisation, and ensure the Customer Voice is embedded in all we do.

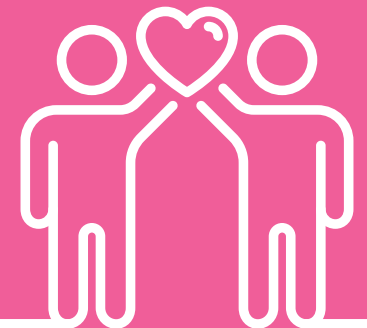
### Measures of success

Satisfaction that the landlord listens to tenant views and acts upon them.

Satisfaction with the landlord’s approach to handling complaints.

Satisfaction that the landlord makes a positive contribution to neighbourhoods.

Satisfaction that the home is safe.





# Aim 2

## How we involve customers

**Involving our customers: we have a genuine commitment to give customers a voice and offer a range of ways to be involved.**

### Area of focus:

- **We engage** customers both in communities and digitally using our Customer Voice Platform to shape and develop our customer facing services.
- **Customer facing colleagues** will listen and share what they hear through their interactions with our customers.
- **We tune in** to the priorities of communities by developing relationships with local community stakeholders and offer support packages to Residents Associations.
- **We act promptly** when customers complain and we take on board any lessons learnt. We will use the information we gather to build insight to focus our efforts on what matters most to our customers.

### Measures of success

Satisfaction that the landlord keeps tenants informed about things that matter to them.

Satisfaction with the landlord's approach to handling complaints.

Satisfaction that the landlord makes a positive contribution to neighbourhoods.

- **We use insight** to identify areas for improvement and work with our growing Customer Voice Network to innovate and co-design customer facing services.
- **We communicate** our service offer, how we are performing and share how we are making changes as a result of insight and customer involvement with our customers, our Executive Team and our Board.





# Aim 3

## Inclusive and valued approach

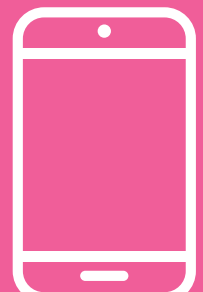
**Inclusive and valued: we have an inclusive and flexible approach to make it easy for all customers to be involved.**

### Area of focus:

- **A flexible menu of engagement** will make it easy for our customers to be involved and share their views to shape and influence what matters to them.
- **We will develop and grow a diverse and inclusive network** which is representative of our customers, with particular focus on young people and engaging underrepresented voices. We will use insight to identify where deeper community based engagement should be delivered; to grow the diversity of engaged customers and to remove barriers to being an involved customer.
- **A programme of community engagement** will be delivered locally which engages all members of communities in consultations to shape and influence service offers and their neighbourhood.
- **A dedicated digital Customer Voice Platform** will allow customers to be involved in consultations when and where it is right for them, with access to support where it is needed.
- **Customer Hubs** in key locations will offer regular 'face to face' involvement in community spaces.
- **Involved customers will gain experience and skills**, with access to training through our Housing Academy to upskill and support customers who wish to develop towards a position on Committees or Board.
- **We will value our customers' time**, providing opportunities to earn rewards and incentives through membership of the Customer Voice Network.

### Measures of success

Agreement that the landlord treats tenants fairly and with respect.



Please contact us if you would like this information in another language, in Braille, large print or audio.



**whg**  
**100 Hatherton Street**  
**Walsall**  
**WS1 1AB**

**Telephone: 0300 555 6666**  
**Email: [enquiries@whgrp.co.uk](mailto:enquiries@whgrp.co.uk)**

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