



CustomerVoice

● Inclusive ● Meaningful ● Transparent

Customer Voice Framework

2024-27



Above: A volunteer at Grow Speke involved in the planning and maintenance of the community garden.

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Introduction

South Liverpool Homes (SLH) is committed to listening to and acting on the views of its customers, which include tenants, residents and stakeholders. SLH already delivers a range of opportunities for customers to get involved and have their voices heard through the Customer Services Committee, tenant Scrutiny Panel, surveys, customer feedback, focus groups and community investment activities.

The purpose of this framework is to provide an overview of these opportunities, ensuring that the effect of the customer voice is impactful, demonstrable and well governed as set out in the [Customer Voice and Influence Policy](#).

Customer voice principles

Inclusive

Activities must not unfairly exclude anyone from taking part. Steps should be taken to ensure activities are accessible to those who wish to participate.

How will this be achieved?

Where possible, customer voice activities will include both face-to-face and digital ways to get involved.

Activities will be advertised in a range of communications, and in multiple formats.

Activities will undergo equality and accessibility assessment, to identify and remove any barriers to involvement.

Customers and participants will be supported to participate through training and one-to-one support.

Participation records will be assessed to identify groups who are underrepresented. Tailored activities will be delivered to provide opportunities for those groups, where necessary.

Meaningful

Activities should be delivered without assuming the outcomes. Activities should be properly resourced to deliver real, tangible results.

How will this be achieved?

Activities will be reported to the Customer Services Committee, to demonstrate the impact of the customer voice, and will, in turn, be reported to SLH Board.

Activities will have specific impact measurements to evidence change.

Participants will receive feedback on how their views have been listened to and acted upon, ensuring the feedback loop is closed, taking a 'you said, we did approach'.

Customer involvement in design and production will be shown through outcomes such as new or changed services, plans and strategies.

Transparent

Activities will foster honest and respectful relationships with customers. We welcome scrutiny, are accountable and willing to provide information.

How will this be achieved?

Customers will be represented in all levels of organisational decision making.

Customer voice will be clearly reported through the governance structure to provide assurance that the views of customers has been sought and the influence has been demonstrated.

Customer voice will be a culture, embraced and embedded into the organisation, not a single person or team's responsibility.

Why customer voice is fundamental



We care

SLH puts customers at the heart of all it does, it recognises the valuable insight that tenants and stakeholders provide.

Customers' lived experiences help shape current and future plans and involving tenants in the management of the organisation strengthens the business and ensures services meet the needs of the customer base.

There are legal requirements for tenant engagement. Here are some key points:

- **Social Housing (Regulation) Act 2023:** This act emphasises the importance of tenant engagement and mandates that social housing providers involve tenants in decision-making processes.
- **Transparency, Influence and Accountability Standard:** This standard, set by the Regulator of Social Housing, requires registered providers to offer tenants a range of opportunities to influence and be involved in the management of their housing. This includes providing choices, information, and communication that meet the diverse needs of tenants.
- **Tenant Satisfaction Measures (TSMs):** TSMs are a set of standards introduced by the Regulator of Social Housing to assess how well social housing landlords are performing. These measures aim to make landlords' performance more visible to tenants and help hold landlords accountable.
- **National Tenant Engagement Standards:** These standards, developed by Tpas (Tenant Participation Advisory Service), outline best practices for effective tenant engagement. They cover areas such as governance, transparency, and the importance of learning from tenant feedback.
- **Building Safety Act 2022:** This act sets out new obligations to ensure tenants have a voice in decisions relating to safety risks in their homes, regulated by the Health and Safety Executive.



Customer voice by design

Customers have been heavily involved in building this framework, including:

In October 2024, three community engagement events were delivered to gather views and opinions. Over 350 tenants and residents attended and participated in discussions, and 78 customers completed surveys. Key outcomes from the feedback received demonstrates:

- High awareness and interest:
 - A significant majority (72%) of participants are aware that they can get involved with SLH to improve and develop services.
 - 62% are interested in being informed about future opportunities to help shape services.
- Preferred engagement methods:
 - Online and telephone surveys are the most preferred methods for involvement.
 - In-person sessions, both in the community and at the SLH office, are also popular.
- Least preferred engagement methods:
 - Mystery shopping and Q&A sessions with service leads are the least favoured methods of engagement.
- Considerations for effective engagement:
 - Factors such as the time of day, length of time commitment, location, and incentives are crucial to consider when planning and delivering engagement activities.

These insights help SLH tailor our engagement activities to align with tenant preferences, increasing participation and satisfaction.

Ways to get involved

SLH is committed to providing opportunities for the customer voice to influence the way the organisation works. Currently the following options of involvement are available.



Above: A volunteer replenishes the shelves at The Market Place, our community shop in the heart of Speke.

Community investment

We use a range of community projects to engage with tenants and residents. We use these projects to provide a range of support services, as well as building our understanding of our communities and their needs. These activities are designed and delivered using feedback from our communities and impact evaluated to ensure they are meeting community need.

Grow Speke	Grow Speke is a community garden that is largely run by volunteers. It provides opportunities for people to be active, develop new skills, build confidence and meet new people.
The Market Place	The Market Place is a volunteer-run community shop, which offers food and essential household goods to all SLH tenants who need them.
The Market Place Social	The Market Place Social is a space utilised to deliver group sessions led by the community that support residents with health, wellbeing and fuel poverty initiatives.
Reach	Reach provides opportunities for those looking for work to develop their skills, knowledge, and confidence through a range of training courses.



Above: An SLH colleague conducting a face-to-face survey with a tenant during a neighbourhood event.

Customer feedback and insight

We use a range of ways to give tenants, residents and stakeholders the chance to hold us to account, influence decision making and work with us to improve services.

Complaints, suggestions and compliments	These include face-to-face, telephone, email, social media and in writing. We manage complaints in line with the Housing Ombudsman's Complaint Handling Code. We use insight from complaints to ensure we learn and improve.
Surveys	These can be online, telephone and face-to-face, based on customer experience, perception and transactions they have with us. Insights are used to improve services, influence policies and shape strategies.
Focus groups	These bring together a group of customers to discuss and provide feedback on various aspects of their lived experience and provide feedback on how we can improve our services (e.g. maintenance, policies or community issues).
Specialist focus groups	Tenants are invited to join these sessions if they have specific lived experience or are from underrepresented groups, such as those from ethnically-minoritised groups, young people or people living with disabilities.
Community engagement events	These events take our engagement activities out into the community, providing opportunities for communities to help shape services, provide feedback and inform us of improvements we can make in their local community.
Knowing our Customers campaign	Every tenant receives a home visit on a rolling 18-month cycle, giving every customer the chance to give their feedback on how we can make our services more relevant to them.
Neighbourhood inspections	These give an opportunity for tenants to positively influence their community, identify any issues and work in partnership with us to resolve them.
Policy reviews	Customers play a valuable role in reviewing our policies by providing input, feedback and perspectives based on their first-hand experiences and needs.



Above: Tenant Scrutiny Panel members in the SLH boardroom.

Making decisions	
Tenant engagement is embedded into our governance framework, ensuring the voice of the customer is meaningful and demonstrable in our decision-making processes.	
Tenant Scrutiny Panel	Our tenant Scrutiny Panel is a group of tenants that meets to review and evaluate our service areas, providing recommendations on how to improve.
Customer Services Committee	This is a decision-making committee, which manages and scrutinises performance against customer-focussed organisational objectives, receives recommendations from Scrutiny Panel reviews and customer feedback. The Chair of the Customer Service Committee is also a tenant Board Member and feeds into board.
Tenant board members	The board has overall responsibility for managing the organisation and has ultimate responsibility in setting strategic objectives, governing and decision making.

Customer voice model

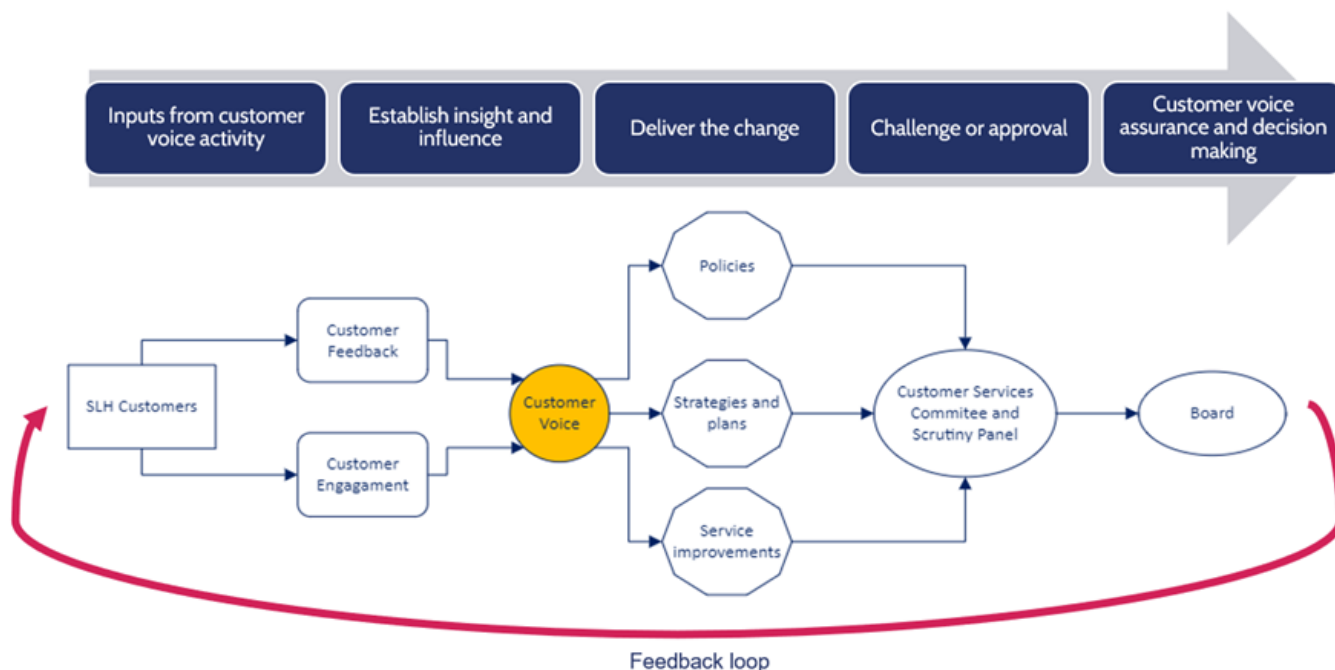


SLH will take a proactive approach in forward planning where feedback and engagement can make a meaningful impact in decision making and running a strong business. Customer voice activities will be delivered in a range of ways that are inclusive and encourage wider participation. This includes further developing our digital engagement offer with the introduction of CX Feedback (a new survey tool that will replace our current digital survey tools and link directly into our housing management system), WhatsApp for Business and continuing to utilise social media.

Traditional methods of engagement such as tenant meetings will continue to be delivered. However, these will be incentivised and delivered at a time and location that suit our customers. We will also review how we present information to those involved, ensuring it is presented in a way that easy to understand and engaging to generate valuable discussions.

Reporting and demonstrating customer voice will be further developed and concise customer voice reports will be submitted with the formal documents that they have influenced when submitted to committees.

The feedback loop will be closed by reporting the outcomes and longer-term impact to those who have participated and the wider customer base. This will be achieved using organisational publications, social media and direct responses.



Above: The customer voice model in action

Customer voice in the governance structure

Hearing, listening to and acting on our customers voice is of paramount importance to board and committee members.

Therefore, SLH Board and Audit and Risk Committee meetings all open with a customer story. This ensures that our customers are at the forefront of members' minds, when enacting business.

The board decided in July 2022 to establish a Customer Services Committee, whose membership consists of tenants and the board member responsible for complaints. The chair of the committee is also a board member and provides customer insight and feedback from the committee to board, on a regular basis.

We also have a tenant Scrutiny Panel, which conducts reviews of our services. The panel makes recommendations to the Customer Services Committee, which monitors and tracks progress against these recommendations, reporting progress to the board. Furthermore, outcomes from service reviews report into the relevant committee, as per its terms of reference. This is one element of how the customer voice is embedded within the governance structure of SLH, ensuring transparency, influence and accountability.

All of board and committee reports contain a front sheet, asking authors to explain how the report links to the [consumer standards](#) and the customer voice.

We carry out tenant satisfaction measures on a monthly basis with our customers, and quarterly updates are presented to the SLH Board and Customer Services Committee. If we are not achieving performance against our set targets, the board and committee will often ask for actions to be taken, to improve performance.

Our board membership consists of a member responsible for complaints, who ensures that customer feedback forms part of board discussions. We also have a board member lead for equality, diversity and inclusion (EDI), who ensures that EDI is a key focus.

The consumer standards place emphasis on how customer voice influences decision making. We carry out a deep dive of one of the consumer standards on a quarterly basis. The deep dive is reported to the governance and remuneration committee and customer services committee, who report in to the board. This ensures that requirements in the consumer standards remain relevant and are at the forefront of members' minds.

All the above methods contribute to ensuring that board and committee decisions are driven by data and lived experience of tenants and residents. The effect of customer voice will be impactful and demonstrable through co-created outputs such as strategies, policies, improvement plans, action plans and service improvements.

The outcomes of the changes will be reported to and monitored by the Customer Service Committee, and the SLH Board.



Monitoring and measuring success

Monitoring

The executive director of operations is the owner of this framework and is responsible for its implementation and monitoring. However, it is the responsibility of all colleagues to embed a culture of listening to and acting upon the views of tenants, residents and stakeholders. The culture will be embedded by adding customer voice duties to relevant job descriptions, providing training and forward planning engagement for key changes that have a direct impact on customers.

A customer voice report will be provided to the customer services committee, giving a summary of customer voice activity and demonstrating the impact of customer insight and influence.

Customer voice will also be demonstrated in reports to board, committees, leadership and operational meetings where it has made a meaningful contribution. This includes strategies, policies, plans and service improvements. This will be evidenced in minutes and will allow close monitoring of the short and long-term impact of using the customer voice to drive what we do.

Board and committees will be the custodians of the customer voice and can reject proposals that lack customer insight and influence and commission customer voice activities.

Measures of success

- Tenant Satisfaction Measures
- Complaints, compliments and feedback
- Identification of and clear evidence of lessons learned
- Increased number of those involved
- Representation of customer base participating in Customer Voice activities
- Compliance with Consumer Standards (C rating)
- Number of Customer Voice activities delivered
- Outcomes from Customer Voice activities
- Customer Voice and Community Investment bi-annual report to Customer Service Committee