



# Customer Voice Strategy

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2023-2028



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# 01 Foreword

## Foreword by Ian Mitchell – Managing Director One Vision Housing

Whilst we have always strived to operate in a way that puts our customers front and centre of everything we do, there have been a number of significant developments over the last 12 months that mean this ‘aim’ is now more important than ever.

In July 2023 the ‘Social Housing (Regulation) Act’ came into law and this brings about long anticipated changes to the way in which social housing is regulated and shines a spotlight on the relationship that exists between social landlords and their customers.

The Act imposes new explicit objectives on the Social Housing Regulator, within the Consumer Standards for ‘Safety and Quality’, ‘Neighbourhood and Community’, ‘Tenancy’, ‘Competence and Conduct’ and importantly for our customer voice activities, ‘Transparency, Influence and Accountability’.

There are now legal requirements for landlords to prove they are listening to their customers, providing services that meet their needs, that they can influence strategic direction / investment priorities and they deliver on their core values of providing warm, safe, decent, energy efficient homes.

In some respects, these new responsibilities reflect what we at One Vision Housing (OVH) have always stood for but we absolutely embrace this direction of travel and we view it as an ideal opportunity to review the ways in which we engage

with our customers going forward.

In addition to the new ways of regulating the consumer standards, the recognised trade bodies for the social housing sector, National Housing Federation – (NHF) and the Chartered Institute of Housing – (CIH) have also teamed-up to produce a ‘Better Social Housing Review’.

Working with representatives from various housing organisations, the aim of the Better Social Housing Review is to show the sector itself can identify areas where it needs to improve and set out an action plan to bring about positive change.

We have already started working with our involved customers on implementing the recommendations of this review and we are doing everything we can to ensure we are prepared for the new Consumer Standards, when they come into effect in April 2024 but we know there is much more to do.

Over the course of this Strategy and beyond our focus is to ensure we contact all of our customers to make sure their voice is heard. This includes customers who we don’t speak to on a regular basis e.g. where they have

not reported any recent repairs, enquired about services or made any complaints.

We want to make sure we are communicating with all our customers via their preferred means, we want to make sure we are providing them with the right kind of support to sustain their tenancies and we want them to know that their voice counts and how they can influence our service delivery.

We also want to make better use of the hundreds of daily contacts and interactions we have with our customers and the vast amount of business intelligence and data this generates. We want to use this intelligence to help identify priorities for investment and also areas where we can do better and put actions in place to constantly improve.

For me and our organisation, this is what the ‘customer voice’ is all about.

Our collective vision at OVH, and that of the wider Sovini Group, is for a ‘Better Future’ and we will only achieve this if we work together in a true spirit of collaboration and I believe this Strategy and actions that support it will contribute significantly in helping us to get there.

**Ian Mitchell – Managing Director  
– One Vision Housing**



# 02 Summary of aims and objectives

Main Aim	To ensure the customer voice matters			
What we want to achieve (aims)	A detailed understanding of customers / properties / neighbourhoods	Fair and accessible services that treat customers with respect and meets their diverse needs	Accountable and transparent engagement where the customer voice influences organisational decision making	Effective redress when things go wrong and constant improvement
What we will do (objectives)	<ul style="list-style-type: none"><li>• Improve data collection on customers and property condition including intelligence gained from daily interactions</li><li>• Work closely with strategic partner agencies</li></ul>	<ul style="list-style-type: none"><li>• Ensure there are no barriers to accessing services and put actions in place to address any negative differentials in provision by working with impacted groups</li><li>• Ensure fairness, respect and inclusion are key principles of our service standards</li></ul>	<ul style="list-style-type: none"><li>• Improve collaboration with customers and decision-making bodies (Board and senior management team)</li><li>• Provide feedback on influence</li><li>• Improve information provision</li></ul>	<ul style="list-style-type: none"><li>• Provide effective complaints provisions and learn from mistakes</li><li>• Work with customers on target setting / action plans for improvement</li><li>• Use data to drive service improvement / determine investment priorities</li></ul>
Outcomes	<ul style="list-style-type: none"><li>• Data driven service planning and delivery</li><li>• Value for money and joined-up service provision</li></ul>	<ul style="list-style-type: none"><li>• Improved customer satisfaction</li><li>• Tenancy sustainment</li><li>• Demand for services from new customers</li></ul>	<ul style="list-style-type: none"><li>• Regulatory compliance</li><li>• Open and accountable organisational culture driven by customer priorities</li></ul>	<ul style="list-style-type: none"><li>• Progressive and forward thinking service provider that constantly evolves</li></ul>
Monitoring and Measuring	Annual Report, Customer Satisfaction Reporting, Regulatory Returns, Regulatory Grading, Tenant Satisfaction Measures -reporting and comparison			

# 03 Introduction and context

The passing of the Social Housing (Regulation) Act 2023 and the changes to the consumer elements of the Regulatory Standards which will be effective from April 2024 mark a watershed moment for the relationships that exist between landlords such as OVH and its customers.

The tragic events that took place in the Grenfell fire disaster, the inquest findings into the death of Awab Ishak, who died of respiratory disease caused by damp and mould and a raft of media exposés of poor housing conditions, have highlighted a number of serious concerns for the social housing sector.

The government have vowed to take strong action to ensure tragedies such as those highlighted above can never happen again and that there is a general improvement in the management and condition of all social rented properties.

The Social Housing (Regulation) Act, the revised approach to assessing compliance with the Consumer Standards plus strong intervention powers for both the Regulator of Social Housing and the Housing Ombudsman, are key to this new approach.

To ensure there is a uniform way of assessing of how housing providers across the nation are performing, from April 2023 the government have also introduced standardised Tenant Satisfaction Measures –(TSM's)' and organisations will need to start reporting against them from April 2024.

Whilst this tough new regime may seem onerous and challenging, in essence it is about getting basics right. It is about landlords knowing their customers and having a good understanding of the condition of their properties and being able to use this information to tailor services and prioritise improvements.

To meet the requirements of the new regulatory framework and to ensure our customers voice counts, over the course of this Strategy we will be focusing our efforts on three key and interlinked themes of 'influence, transparency and accountability'.

## Influence

We want all forms of the customer's voice, be that through our involvement structures or by expressing opinion on how we are performing to influence our service delivery and strategic planning at the highest levels including our senior management team and our Board of Governance.

Actions within the strategy will lead to improved strategic decision-making through increased links with the 'Customer Voice' and Board / Executive Management Team and the ability to demonstrate how this has been used and feed this back to customers.

Our approach will be data driven through collation and analysis of information from the hundreds of daily interactions we have with customers but we also will also look towards more qualitative measures, getting an in depth understanding of the customers experience through 'customer journey mapping' and focus groups.

## Transparency

Through our reporting of the Tenant Satisfaction Measures, complaints handling information and breakdown of financial income / spend, we want to provide an accessible and broad range of information to our customers on how we are performing, how we consider their opinion in decision-making / determining major investment priorities and how we compare with other housing providers.

We will increase visibility of Board decisions through summaries and regular bulletins on our website and also encourage greater 'in person' interaction through a series of events and round table meetings.

## Accountability

The rent and service charges that our customers pay is by far the largest source of income for OVH and we know that we have a responsibility to use this revenue effectively and efficiently to deliver value for money services that meet customers needs and expectations.

Ultimately like any good business we are answerable to our customers for the services that we provide and we will look to increase / improve the means by which our customers can scrutinise and hold us to account to ensure we meet their expectations.



# 04 Where are we now?

In preparation of the introduction of the new consumer standards we have reorganised our staffing structure to bring together in one team, a number of roles that are key to gathering and understanding customer intelligence, this includes:

- Complaints Co-ordinator
- Customer Voice Officer
- Outbound Survey Assistants
- Customer Intelligence Assistant

This new 'Customer Experience Team' led by the Head of Support Services and reporting direct to the Managing Director for Housing, will work in close collaboration with the Head of Councillor Liaison (which includes responsibilities for stakeholder engagement and the facilitation of OVH's Community Development Fund).

The Customer Experience Team will be able to produce 'triangulated' (i.e. seeing it from many sides) intelligence reports that can be used to identify areas for service improvement and provide assurance to the Board that customer intelligence has worked its way up through the business.

In addition to the above staff resource and approach, regular meetings are now being held with representatives across all service areas to assess and take action on any issues of performance that are identified through the collection of Tenant Satisfaction Measures.

Similar to the work of the Customer Experience Team, this approach allows for a rounded view of issues identified and a co-ordinated and joined-up response where remedial action is required.

Since the last version of this Strategy in 2022, work has continued to progress on broadening the means by which customers can get involved and increasing the number of customers who regularly provide feedback.

A key focus of this work, has been contacting all new customers via text or email (whichever is their preferred method) and this has resulted in an additional 221 customers who are willing to engage with OVH to improve service delivery.

Feedback received from these customers and comments made on the 'instant feedback' section on the OVH website funnels into the overall picture of customer intelligence and helps to identify individuals / groups that may have particular interests in specific service areas, meaning we can tailor future communications accordingly.



Over the 2022-23 period we have completed three detailed 'customer journey mapping' exercises in the following service areas:

- Furnished tenancy service
- New starter tenancies
- Aids and adaptations service

These exercises seek to gain a detailed understanding of what it is like accessing services from a customer's perspective at each step of the journey and are invaluable in identifying areas where can improve but also areas where we are doing well.

Working closely with representatives from the High-Rise Living and Building Safety Group we have produced our first 'High-Rise Buildings and Fire Safety Residents Engagement Strategic Plan' and following Board approval in November 2023, this will be distributed to each OVH high-rise resident.

During 2023, we have continued to engage with our 'involved customers' and have developed this Strategy with their input and commentary. We will also be including them in the review of other OVH Strategies going forward including:

- OVH Strategic Plan 2024-29
- OVH Asset Management Strategy 2024-29
- Sovini Group Equality Diversity and Inclusion Strategy 2024-29
- Sovini Group Carbon Reduction and Environmental Management Strategy 2024-29

Our involved customers have also been active in completing a 'Scrutiny Review' of the lettings and new tenant processes and have made a series of recommendations that OVH have agreed to implement in full by April 2024.

This group have also assisted in carrying out ‘Tenants Inspections’ – reality / quality checking specific service areas or locations to help develop plans for service improvement.

In 2023 we commenced implementation plans for the recommendations to come out of the Better Social Housing Review (produced by the National Housing Federation and the Chartered Institute of Housing). The first phase of this plan has included a review with our involved customers on ‘what customers would want to see from an ideal repairs service’.

Following the journey from a customer’s perspective in terms of reporting repairs, appointments being made, works being carried out and aftercare / follow-up / satisfaction monitoring, the involved customers have developed a draft ‘Repairs Standard’.

We have also worked with representatives from other local housing organisations to refine this standard and when complete this will be forwarded to the OVH Board / senior management team for OVH to implement as many of the recommendations as are possible.

The standards / expectations of operative behaviours from this exercise are also being weaved into training that will be provided to OVH’s main repairs contractor’s staff (Sovini Property Services) early in 2024.

The above examples gives just a taste of the many mechanisms we have in place to ensure the customer voice is heard and is meaningful in shaping our service delivery.

Our current ‘involved customers’ enjoy the experience of contributing via these mechanisms and in a bid to encourage others to get involved have been keen to stress that taking part does not require any specialist expertise or high degree of commitment.

The choices available for involvement mean there is something for everyone in terms of the time required or subject matters considered.

Displayed here, our current involved customers describe in their own words what ‘getting involved really means to them:

*“Being an involved tenant enables you to ask questions of OVH and Sovini employers about what they are doing for us. Being involved gives you the opportunity to try and sort out problems for our tenants by suggesting alternatives with the help of OVH and Sovini.*

*We can talk to OVH and we have a good relationship with them but we need more tenants to get involved - the more tenants we have the more ideas we will get.*

Bernie, OVH Tenant

*“I feel the benefits of being an involved tenant means you have a voice on what’s going on regarding the block on which you live and to find out what One Vision have in mind for the future.*

*With regards to what it means to me to be an involved tenant, I feel I am valued during my monthly walkabouts with my Housing Officer.*

Marg, OVH Tenant

*“Being an involved tenant with OVH means having a say in decisions about your community. Also, tenants have a listening ear for complaints.*

Ann, OVH Tenant

*“In my opinion being an involved tenant means caring not only for your house but also for the community around. Caring and being interested about people’s needs, what is good and what should be improved for them to have a better living. Caring about the environment around, for example keeping it clean or suggesting ideas about any new things that should be done.*

*It is very good for the tenants to be involved because we learn about social housing and that it is important that we are heard and are being appreciated.”*

Paola, OVH Tenant

*“I’m a big fan of social interaction. I’m currently part of over 15 groups but my role with OVH / Sovini is my most precious as I really feel my efforts count and I am listened to and they are accountable. Being an empowered tenant now from the start I’ve given over 5,000 hours of my time and spoken to over 15 groups nationwide so as an example you can’t get any better! I’m happy to help and I’m proud to help but I do feel communication support could be better.*

Arthur, OVH Tenant

Detailed below in Table 1 are the current different mechanisms by which OVH customers can get involved and can express their voice to influence service delivery. As outlined in below, over 2024 we will be reviewing these structures with our customers to ensure they are fit for purpose and will assist OVH in meeting its regulatory requirements.

Type of involvement	What is involved	Outcomes
Tenant Scrutiny Team	<ul style="list-style-type: none"><li>Involved customers receive training to be able to carry out detailed assessments on OVH service areas identified as being a priority by dips in performance or escalations of complaints. The assessments are programmed and a minimum of two reviews will be carried out each year</li></ul>	<ul style="list-style-type: none"><li>Where performance information indicates there is a concern with a service area, the Scrutiny Team will carry out an investigation from a Tenants perspective and make recommendations for improvement</li><li>Scrutiny Team will have full access to back-office functions and cooperation from OVH staff in their investigative processes</li></ul>
Service Review Group (SRG)	<ul style="list-style-type: none"><li>Involved customers meet with OVH staff on a scheduled basis to discuss all performance information and customer feedback including complaints received and services linked to the Consumer Standards, including:</li><li>Community Safety, Customer Access, Neighbourhood Services, Independent Living, Repairs, Void Works, Compliance, Communal Cleaning, Grounds Maintenance, Home Improvement Works / Decent Homes, Buildings Safety, Carbon Reduction Measures</li></ul>	<ul style="list-style-type: none"><li>The Group agree and assess performance against a suite of performance indicators and service standards</li><li>The Group can expect explanation and remediation plans where performance or service delivery does not reach the expected standards or targets</li><li>The Group can recommend investigation by the Scrutiny Team for a failing service area</li></ul>
Tenant Inspectors	<ul style="list-style-type: none"><li>Trained involved customers work alongside OVH Officers or independently, to reality check service delivery and processes, on a programmed basis</li></ul>	<ul style="list-style-type: none"><li>Feedback provided from the customers perspective, highlighting both examples of good practice and areas for improvement and reports are fed back via the SRG or Scrutiny Team</li></ul>
Brand Group	<ul style="list-style-type: none"><li>Scheduled meetings twice a year before publication of Tenants Newsletter, 'In-Vision', Annual Report and as required by large communication projects</li></ul>	<ul style="list-style-type: none"><li>OVH tenant publications proof-red and customer approved before circulation</li></ul>
Residents Groups	<ul style="list-style-type: none"><li>Organised groups formed to represent and promote local interests</li><li>Training and advice provided on forming a committee and adopting formal constitution documents</li></ul>	<ul style="list-style-type: none"><li>Representative structures established to meet with OVH, Statutory Service Providers and other stakeholders to promote local interests</li><li>Groups that reach certain operating criteria (e.g. constituted, meeting financial rules) can access funding opportunities for local activity / improvement projects / social isolation campaigns</li></ul>
Tenant Management Organisations	<ul style="list-style-type: none"><li>Subject to certain conditions being met (majority of members - usually a formal residents group - being in favour, training being provided and competence levels independently assessed and majority vote of all tenants in the proposed area being in favour) – OVH can grant permission for management of selected services to be transferred to the Tenant Management Organisation under a legally binding agreement</li></ul>	<ul style="list-style-type: none"><li>The Tenant Management Organisation (TMO) takes on responsibility (including budget control) for the management of selected services e.g. delivering repairs and maintenance for the properties covered by the agreement. If the services do not meet specified performance levels or not cost effective OVH can end the agreement and resume responsibility for delivery</li></ul>



Type of involvement	What is involved	Outcomes
<b>Customer Journey Mapping</b>	<ul style="list-style-type: none"> <li>In depth assessment of a customer's actual experience of accessing OVH services</li> </ul>	<ul style="list-style-type: none"> <li>Detailed understanding gained of positive and negatives of service methodology and process</li> <li>Identification of any barriers to access to services and formulation of actions to improve</li> </ul>
<b>Tenant Policy Review Group</b>	<ul style="list-style-type: none"> <li>Periodic meetings (as required) with customer representatives to review OVH policies (no formal training required)</li> </ul>	<ul style="list-style-type: none"> <li>Customer input into policy development and review process</li> <li>All customer facing policies proof-read and accessibility checked</li> </ul>
<b>Tenant High Rise Living and Building Safety Group</b>	<ul style="list-style-type: none"> <li>Periodic meetings to discuss ongoing high rise block safety and maintenance issues – including consultation on any proposed investment works</li> </ul>	<ul style="list-style-type: none"> <li>Customers play an active part in maintaining block safety and have open and accessible channels to raise any concerns</li> <li>Investment decisions are informed by the customer voice</li> </ul>
<b>Customer Events</b>	<ul style="list-style-type: none"> <li>Informal, open access events on an ad-hoc basis (at least one event will be held annually)</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to promote greater partnership working and involvement options</li> <li>Link into local and national campaigns to raise awareness on issues such as social isolation</li> </ul>
<b>Customer Feedback – Surveys / Market Research</b>	<ul style="list-style-type: none"> <li>received a specific services e.g. repairs or on random basis (to reach acceptable response rates) or on wider service delivery issues including Survey of Tenants and Residents (STAR) and Tenant Satisfaction Measures (TSM's)</li> <li>Short, tailored surveys on specific projects or service areas via SMS (Text) messaging</li> </ul>	<ul style="list-style-type: none"> <li>Customer intelligence used to inform contract management, resource planning based on customer priorities and continual improvement through revised target and performance indicator setting</li> <li>Compliance with national reporting requirements</li> </ul>
<b>Focus Groups</b>	<ul style="list-style-type: none"> <li>Meetings on specific topics or projects to meet a need within the community</li> </ul>	<ul style="list-style-type: none"> <li>In-depth views and qualitative information gathered to shape service delivery issues</li> </ul>
<b>Community Development Fund Panel</b>	<ul style="list-style-type: none"> <li>Quarterly meetings held to assess applications for OVH Community Development Fund (£15,000 available annually)</li> </ul>	<ul style="list-style-type: none"> <li>Funding distributed to local groups that promote projects that contribute to the following themes: Support for Vulnerable or Older People, Promotion of Health and Wellbeing, Support for Local Veterans, Improved Community Safety, Community Environmental Initiatives</li> </ul>
<b>Other Informal e.g. Suggestions, Neighbourhood Walkabouts, General Feedback</b>	<ul style="list-style-type: none"> <li>General feedback and involvement in OVH service delivery (without any group involvement or commitment) e.g. instant feedback via OVH website</li> </ul>	<ul style="list-style-type: none"> <li>Informal feedback received on service delivery issues and used to drive continuous improvement</li> </ul>

Through the above customer voice mechanisms and the ongoing work of dedicated Customer Voice Officer we have voluntarily adopted the 'Together with Tenants Charter' – developed by the National Housing Federation to demonstrate good practice in customer engagement.

This involves adhering to six key principles, as follows:

**1. Relationships:** To treat all residents with respect in all their interactions and for relationships between residents and housing associations to be based on openness, honesty and transparency.

-this is demonstrated by:

- Adherence by all OVH staff and those working on OVH's behalf to the commitments in the OVH 'Customer Care Charter' (with quarterly performance reporting)
- OVH provides customer care training to all front-line staff to ensure they maintain effective and respectful working relationships with customers
- Continued attainment of the Customer Service Excellence standard (a nationally recognised standard designed to drive customer-focused change)

**2. Communication:** To send you clear, accessible and timely information on the issues that matter to you, including important information about your home and local community, how the organisation is working to address problems, how the organisation is run and information about performance on key issues.

-this is demonstrated by:

- OVH operates numerous and accessible communication methods for contact and engagement with its customers including telephone, email, instant feedback via website, in person, SMS Text messaging, social media, written correspondence / information provision, the customer voice framework (outlined above), consultation events etc.
- OVH maintains numerous information sources and performance reporting (that are regularly customer approved) including but not exhaustive of; Tenants Newsletter, tailored communications relevant to new service areas / projects and investment decisions, Annual Reports, website news updates, media coverage, customer satisfaction performance reporting and analysis, survey results and benchmarking information

**3. Voice and influence:** To seek and value the views of residents and use this information to inform decisions. Every individual resident should feel listened to on the issues that matter to them and be able to speak without fear.

-this is demonstrated by:

- OVH provide regular feedback demonstrating how the customers voice has been taken into account and OVH have changed processes or priorities as result e.g. 'you said – we did' reporting, complaints / customer satisfaction analysis
- The OVH Board receive collated customer voice intelligence reports and this information is taken into consideration when approving major expenditure programmes or projects
- OVH act on and adopt recommendations made via various elements of the Customer Voice Framework e.g. Service Review Groups or Tenants Policy Review Group

**4. Accountability:** To allow residents to collectively work in partnership to independently scrutinise and hold their housing association to account for the decisions that affect the quality of homes and services.

-this is demonstrated by:

- The Tenant Scrutiny Team carry out in-depth investigations into service areas that show a dip in performance or are subject to an increase in complaints at the request of the Service Review Group, at the organisations request or through their own observations. The Scrutiny Team act independently and OVH promise to allow full access to information and processes and will act on their recommendations
- The Annual Report, produced in partnership with customers provides detailed information on the organisations finances and how customers rent money is spent



**5. Quality:** To ensure homes are good quality, well maintained, safe and well managed.

-this is demonstrated by:

- OVH have carried out a large programme of investment works to ensure its homes are above the basic level required to meet the governments Decent Homes Standard. OVH will continue investing in properties and updating facilities to ensure this standard is maintained in the future
- OVH encourages active feedback from customers on its repairs and maintenance services, investment work, measures to meet carbon reduction ambitions and all housing management services to ensure satisfaction with quality remains high
- OVH have established a Tenant High Rise Living and Building Safety Group to ensure safety is joint responsibility and all queries or concerns are addressed

**6. When things go wrong:** To provide residents with simple and accessible routes for raising issues, making complaints, and seeking redress. And for residents to receive timely advice and support when things go wrong.

- this is demonstrated by:

- OVH is fully compliant with the Housing Ombudsman's Complaint Handling Code and has a variety of accessible routes for customers to raise dissatisfaction or concerns
- The OVH complaints handling service has retained external verification via the Housemark Complaints Accreditation (re-accredited in 2022)
- Customer representatives regularly take part in audits to quality check OVH's complaints handling responses and help design standard letter templates





# 05 Where do we want to be?

OVH wants to take the opportunity of the influencing factors in the external operating environment, namely the revised Regulatory Standards, to improve and modernise its resident engagement services and provisions to ensure it is fit for purpose and fit for the future.

To achieve this, OVH will work closely with its customers to fulfil the following aims:

- OVH aims to maintain relationships with customers in all aspects of service delivery that are open, honest, transparent and built on mutual trust
- OVH will ensure that customers are provided with comprehensive and timely information on how the organisation is performing and where applicable will provide benchmarking information against peer providers (including TSM reporting). OVH will ensure customers receive information on all major investment decisions, changes to service or the introduction of new services
- OVH will ensure that the customer voice influences the decision-making processes, strategic oversight and setting of strategic direction and that they receive timely feedback on their contributions and interactions. OVH will ensure the Board are furnished with up-to-date information on customer opinion when taking important business decisions impacting on customers and the results of these decisions are fed-back to customers
- OVH will continue to facilitate engagement mechanisms that allow customers to scrutinise service delivery and performance (specifically around the consumer standards) and where required set targets for improvement
- OVH will commit to providing quality products and services and will involve and consult customers on any major business / investment decisions that impact on resident safety within buildings that it owns and manages
- OVH will commit to finding its silences and making contact with each customer including those who do not regularly access services to ensure their needs are being met and they can successfully and independently maintain their tenancies (including making referrals for additional support, where required)
- OVH will continue to provide clear and effective complaints processes and means of redress when service delivery does not reach the standards expected

We want to offer choice to customers in how and when they get involved and offer engagement opportunities about the issues that are important to them individually. To achieve this we intend to broaden the engagement mechanisms to allow for much greater use of technology and digital interaction.

The diagram below shows how the customer voice is central to everything that we do.



It also demonstrates how the Board and Executive Management Teams will take customer opinion into consideration when making major business decisions and in maintaining oversight of the Consumer Standards of the Regulatory Framework and in providing feedback to customers.

We do, however, appreciate that we need to improve the visibility of Board decisions and want there to be a closer and more frequent working relationship with customer representatives and we intend to address this by developing a new customer led panel and wider review of the governance structure.

Above all OVH wants to be known as the kind of organisation where the customer voice is heard, respected and acted upon at all levels from the hundreds of day-to-day interactions with our staff right through to the Senior Management Teams and Board.

# 06 How are we going to get there?

Many of the engagement mechanisms outlined in Table 1 have proved effective over a number of years and OVH does not intend to remove the functions they carry out or the outcomes they achieve as part of this Strategy.

Instead, we will modernise and update the way in which they are delivered, through a review of their coverage and terms of reference, to ensure we meet or exceed all legal and regulatory duties and so they are fit for purpose to meet the requirements of the external operating environment.

A key element of our improvement programme is ensuring our Board is furnished with a wide range of customer voice intelligence, to inform their decision-making processes and so that customers know their voice counts in setting organisational direction and priorities.

In fulfilling this objective our Board currently receive:

- A quarterly Performance Report which includes Customer Satisfaction and Customer Care Charter Performance Indicators (going forward this will include TSM monitoring)
- A bi-annual Complaints Performance and Service Improvement Report (as per the Housing Ombudsman’s Complaint Handling Code requirements), which includes performance (in meeting response targets / satisfaction with complaints handling / outcome and complaint trend analysis / remedial measures that are put in place and details of all cases referred to the Housing Ombudsman – including outcome where known (driven and directed by the Member Responsible for Complaints)

To improve this process further we have also commenced developing an annual ‘Customer Voice Report’ which will bring together all forms of customer intelligence / feedback and this will be reported to Board.

We have also modified our standard Board Report templates to include a section on customer voice and how this impacts the subject matter for discussion or approval.

We will also introduce a feedback mechanism via our website similar to our ‘You Said – We Did’ (to show learning from complaints intelligence and customer suggestions) – where we will report back on key decisions taken by the Board on issues that impact on customer services and investment priorities.

In addition we also look to carry out the following objectives and actions;

Objective (what we will do)	Outcome (what we hope to achieve)
<ul style="list-style-type: none"><li>• Over the period 2023-24 we will continue our concerted publicity and recruitment drive for our resident engagement mechanisms and structures</li></ul>	<ul style="list-style-type: none"><li>• Raise awareness of prevailing engagement opportunities</li><li>• Expand participation from a wider cohort of customers, to:<ul style="list-style-type: none"><li>◦ Ensure a wide breath of customer opinion informs OVH service delivery</li></ul></li></ul>
<ul style="list-style-type: none"><li>• Review budgets available to support customer voice activity (based on benchmarked information) – including package of rewards to incentivise greater involvement for financial year 2024-25 onwards</li></ul>	<ul style="list-style-type: none"><li>• Ensure there is sufficient budget / resource available to deliver all customer voice activities and encourage wider participation</li></ul>
<ul style="list-style-type: none"><li>• Complete a ‘data cleanse’ exercise reviewing all current sources and systems for storage of customer data by April 2024</li></ul>	<ul style="list-style-type: none"><li>• Ensure current customer contact details are up-to-date and that this is in format that can drive service improvement / prioritisation of programmed works</li></ul>
<ul style="list-style-type: none"><li>• Review the types of customer data that is captured ensuring there is a legitimate business need for the information i.e. it will be used to shape service delivery. This will include defining enduring customer ‘vulnerabilities’ that require a differential service provision. All customers to be contacted and records updated by April 2024 (with ongoing plan for periodic refresh)</li></ul>	<ul style="list-style-type: none"><li>• Provide tailored services that meet individual needs and prioritise actions where there is overlap between vulnerabilities / lack of contact / property condition issues</li></ul>
<ul style="list-style-type: none"><li>• Improve methodology for ensuring property condition data is up-to-date and ensure closer correlation with customers personal circumstances e.g. health needs or other enduring conditions that can be alleviated /managed better through property investment measures</li></ul>	<ul style="list-style-type: none"><li>• Develop true customer / property 360° reporting capabilities that feed into investment programme and prioritised scheduling</li></ul>

Objective (what we will do)	Outcome (what we hope to achieve)
<ul style="list-style-type: none"> <li>Assess all current strategic partnership arrangements including gap analysis to maximise benefits of collaborative working with external agencies e.g. local health provision and police and crime partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Provide better joined-up service provision and deliver area-wide improvements to community and place</li> </ul>
<ul style="list-style-type: none"> <li>Continue to update customer records to capture current mobile and email contacts and preferred methods of contact</li> </ul>	<ul style="list-style-type: none"> <li>Allow for a far greater degree of digital interaction and information exchange (including up-to-date performance information) between OVH and its customers</li> <li>Improve efficiency of customer consultation to inform decision making processes</li> <li>Fully meet equalities requirements for preferred methods of contacts</li> </ul>
<ul style="list-style-type: none"> <li>Consult customer base on their specific areas of interest (2023-24)</li> <li>Develop special interest engagement forums</li> </ul>	<ul style="list-style-type: none"> <li>information / consultation opportunities targeted at individual areas of interest and to prevent 'consultation overload'</li> <li>New special interest groups to be established for Independent Living customers, to address customers Anti-Social Behaviour (ASB) concerns, in addition to the already established High Rise Buildings Safety Group</li> </ul>
<ul style="list-style-type: none"> <li>Revise delivery format of existing engagement mechanisms (expanding digital and where appropriate remote access opportunities) – (2023-24)</li> </ul>	<ul style="list-style-type: none"> <li>Increase customer engagement without having to attend meetings in person and improved convenience</li> <li>Increased number of customers engaging with OVH on a regular basis</li> <li>Greater use made of 'instant feedback' via the OVH website</li> </ul>

Objective (what we will do)	Outcome (what we hope to achieve)
<ul style="list-style-type: none"> <li>Improve information availability via website and 'My Account' functionality (2023-28)</li> </ul>	<ul style="list-style-type: none"> <li>Making information available instantaneously and maximising the value of each customer contact</li> </ul>
<ul style="list-style-type: none"> <li>Increased use of SMS messaging and social media - (2023-28)</li> </ul>	<ul style="list-style-type: none"> <li>Improved ability to receive, collate and disseminate mass customer feedback to relevant Managers and Senior Management Teams / Board for strategic oversight</li> <li>Improved ability to conduct real time customer journey mapping to drive service improvement</li> </ul>
<ul style="list-style-type: none"> <li>Devise and deliver free to access training programme for all interested customers on use of remote technologies (2024)</li> <li>Develop training programme according to involved customers' needs</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer confidence in use of technology enabling greater take up of engagement opportunities</li> <li>Deliver Housing Ombudsman Complaints Code Training</li> </ul>
<ul style="list-style-type: none"> <li>Improved reporting to OVH Board of collated customer insight information (from all sources including satisfaction surveys and instantaneous consultations) – (2023-28)</li> </ul>	<ul style="list-style-type: none"> <li>Ensure OVH Boards decision making process is informed by the customer voice and opinion</li> <li>Demonstrating accountability and transparency of decision-making process</li> <li>Evidence of customer influence</li> </ul>
<ul style="list-style-type: none"> <li>In 2024 improve customer quality assurance with closer links between OVH Board and customers</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced links between Board decision making and the customer voice</li> </ul>
<ul style="list-style-type: none"> <li>Involve customer representatives in regulatory compliance monitoring and action-planning</li> </ul>	<ul style="list-style-type: none"> <li>Obtain customer insight / reality checking of plans to meet regulatory compliance and any on-going inspection preparations</li> </ul>



## 07 **How are we going to measure it?**

It is anticipated that by delivering on the objectives and actions outlined above that satisfaction with service delivery and performance will increase across all areas and OVH will monitor for any universal impacts and make this information available to customers and the Board.

OVH will fully comply with the reporting requirements of the national Tenant Satisfaction Measures (TSM's) through customer surveys and landlord information from April 2023 and will explore avenues for making the performance information available by digital means.

OVH will work with involved customers to develop specific Key Performance Indicators on the delivery of aims and objectives of this Strategy and will make this information available via the Customer Voice pages of the OVH website and in future editions of this Strategy, on its annual review.



If you need assistance understanding the information in this document, please contact us on **0300 365 1111**.

**Chinese** – 如果您需要幫助了解本文檔中的信息，請致電 0300 365 1111 與我們聯繫。

**Lithuanian** – Jei norite, kad Jums kas nors padėtų suprasti šiame dokumente pateiktą informaciją, prašome su mumis susisiekti tel 0300 365 1111.

**Polish** – Jeśli potrzebujesz pomocy, by zrozumieć informacje zawarte w tym dokumencie, skontaktuj się z nami pod numerem 0300 365 1111.

**Portuguese** – Caso necessite de assistência para compreender a informação constante neste documento, deverá contactar-nos através do 0300 365 1111.

**Russian** – Если вам требуется разъяснение информации, содержащейся в данном документе, пожалуйста, свяжитесь с нами по телефону 0300 365 1111.

**Turkish** – Bu belgede verilen bilgileri anlama konusunda desteğe ihtiyaciniz olursa lütfen bize ulaşın 0300 365 1111.

**Ukrainian** – Якщо вам потрібна допомога в розумінні інформації у цьому документі, зв'яжіться з нами за номером 0300 365 1111.