

**Customer
Voice**



Customer Voice Strategy

2025-30

Contents

- 01 Foreword – Ian Mitchell
- 02 Summary of Aims and Objectives
- 03 Introduction and Context
- 04 Where are we now?
- 05 Where do we want to be? – Including Aims
- 06 How are we planning to get there? – Including Objectives
- 07 How Are We Going To Measure It?

01 Foreword

*Ian Mitchell –
Managing Director - One Vision Housing*

The ‘customer voice’ in all of its guises whether that is through the close working relations we have developed with our involved residents, the hundreds of interactions we have on a daily basis or the intelligence and learning opportunities we gather from complaints is at the heart of everything that we do.

Over recent times we have made a number of huge strides forward in increasing the numbers of customers that get involved to help shape our strategic direction and we have improved the collection and use of customer data to deliver services tailored to individual needs.

Like everything we do at One Vision Housing (OVH), however, we are looking to continuously improve and this Strategy, which we have developed with our involved customers will help us on this journey.

Over the course of this strategy, we will continue to evolve and refine our involvement mechanisms to ensure they provide accessible opportunities for influence over specific areas of service delivery or the organisation as a whole.

We will further improve our communications and feedback to provide transparency in all our business and decision-making processes and we will continue to facilitate closer working relations between our involved customers and our Board.



As a major and growing housing provider we have many stakeholders that have a vested interest in how we are performing but ultimately the most important group we are accountable to is our customers and we want to continue to work in partnership with them to drive up standards and in meeting their expectations.

Ian Mitchell
Managing Director – One Vision Housing

02 Summary of Aims and Objectives

Summary of Aims and Objectives

One Vision Housing Customer Voice Strategy 2025-30				
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">Improve data collection on customers and property condition including intelligence gained from daily interactionsWork closely with strategic partner agencies	<ul style="list-style-type: none">Ensure there are no barriers to accessing services and put actions in place to address any negative differentials in provision by working with impacted groupsEnsure fairness, respect and inclusion are key principles of our service standards	<ul style="list-style-type: none">Improve collaboration with customers and decision-making bodies (Board and senior management team)Provide feedback on influenceImprove information provision	<ul style="list-style-type: none">Provide effective complaints provisions and learn from mistakesWork with customers on target setting / action plans for improvementUse data to drive service improvement / determine investment priorities
Outcomes	<ul style="list-style-type: none">Data driven service planning and deliveryValue for money and joined-up service provision	<ul style="list-style-type: none">Improved customer satisfactionTenancy sustainmentDemand for services from new customers	<ul style="list-style-type: none">Regulatory complianceOpen and accountable organisational culture driven by customer priorities	<ul style="list-style-type: none">Progressive and forward thinking service provider that constantly evolves
Monitoring and Measuring	Annual Report, Customer Satisfaction Reporting, Regulatory Returns, Regulatory Grading, Tenant Satisfaction Measures - reporting and comparison			



03 Introduction and Context

The approach to social housing regulation and inspection that was introduced from April 2024 has highlighted more than ever the importance of establishing a relationship of trust and collaboration between a landlord and its customer base.

We fully support this 'reset' of the landlord and tenant relationship and the principles behind the revised consumer standards as they are in line with our own core purposes of providing excellent services and good quality, warm, safe homes that are efficient to run in sustainable neighbourhoods.

Since the last iteration of this Strategy, the current Government have confirmed a number of policy initiatives that improve the financial outlook for the social rented housing sector. This includes:

- A ten year rent settlement for annual rent increases of Consumer Price Index (CPI) + one% (ensuring rents are in line with an annual calculation of inflation).
- A ten year £39bn Social and Affordable Homes Programme (providing grant funding contribution for the building of new properties).
- £2.5 billion low-cost loan funding (for social housing providers to support the building of affordable homes).
- An initial £1.29bn of funding for the Warm Homes: Social Housing Fund 2025-2028 has been confirmed, with further announcements to follow. This is part of a Manifesto commitment to deliver £13.2bn of housing retrofit funding to 2030 (this relates to grant funding to improve energy efficiency in homes and reduce carbon emissions).
- The reintroduction of a 'rent convergence' mechanism (whereby registered providers can increase rents not currently at 'formula rent' – national mechanism for calculating social housing rent based on property size, relative to local incomes).

Whilst this brings a welcome degree of certainty and means OVH can work closely with customers on determining / delivering future housing investment priorities, OVH are also mindful of the potential impacts these measures will have on self-funding customers and we will keep the mechanisms for providing financial support / advice under review.

Alongside the improved financial picture, over the course of this strategy there will be a number of new initiatives / legislation that will have financial implications for OVH, the way it delivers its services and will require close partnership working with customers. These include:

The Renters Rights Bill

- Bringing an end to all 'shorthold tenancies' – (Whilst this will have little or no impact for existing customers it will mean going forward, OVH will no longer be able to use 'introductory tenancies' or any 'fixed-term tenancies' and there will be revised Grounds for seeking possession – where this is required).

Awaab's Law

- This will be introduced (first phase from October 2025) mandating specified response times for investigation and remediation of hazards within properties that are potentially harmful to health e.g. where there is a presence of damp and mould.
- An updated 'Decent Homes Standard' – which will have implications for OVH's investment programme and what must be in place (within a time period yet to be confirmed) to ensure properties are compliant with the standard.
- Customers rights to have pets, which subject to certain conditions being met cannot unreasonably be refused.

Social Tenants Access to Information Requests (STAIRS Legislation)

- This will mean social housing customers will be able to request access to certain categories of information from their landlords (similar to the Freedom of Information Legislation).

Inclusion of a 'Competency and Conduct Standard' to the Regulatory Framework

- This will require staff at specified levels achieving professional housing management qualifications and the introduction of a company-wide 'Code of Conduct' – outlining expected behaviours in service delivery.

This Strategy is closely aligned with the delivery of the Sovini Group-wide vision, mission, shared values, as follows:

Vision



Mission

creating opportunities
&
changing lives

Values



Success

We Will Be The Best



Courage

We Dare To Be Different



Authenticity

We Do What We Say We Will Do



Enterprise

We Never Stand Still



Passion

We Love What We Do

04 Where are we now?

To ensure we continue to provide excellent services to our customers and so we can fulfil all of our customer voice promises and expectations, we have developed a comprehensive Customer Experience Team.

The Customer Experience Team 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.

Through the work of the Customer Experience Team and the collective effort with all our staff and customers we have been able to deliver a number of improvements to our ‘customer voice’ experience, since the last revision of this Strategy.

Listed below are non-exhaustive examples of activities we have undertaken and are progressing and how they relate to the most relevant Consumer Standard:



Neighbourhood and Community Standard	
Relevant Required Outcome	Example activities we have undertaken or are progressing with our customers
<ul style="list-style-type: none">Safety of shared spacesLocal cooperationAnti-social behaviour and hate incidentsDomestic abuse	<ul style="list-style-type: none">With input from our customers, we have developed a specific ‘Neighbourhoods and Communities Strategy’ outlining our approach for dealing with the Required Outcomes of ‘safety of shared spaces’, ‘local cooperation’ etc. and our plans for continuous improvement in these service areas .Based on evidence of levels of ASB reporting and cooperative working with Police we have facilitated a number of targeted ‘community clean-up days’ to improve the appearance of areas and instil local pride.We have facilitated a number of popular stakeholder events with input from partner agencies at accessible community venues e.g. our ‘Neighbourhood Café’s open access events with free refreshments designed to bring communities together and with OVH staff on hand to address any landlord queries or service requests).

Safety and Quality Standard

Relevant Required Outcome	Example activities we have undertaken or are progressing with our customers
<ul style="list-style-type: none">Registered providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.	<ul style="list-style-type: none">In line with the recommendations to come out of the Better Social Housing Review (produced by the National Housing Federation and the Chartered Institute of Housing) we have worked with our involved customers on designing and delivering ‘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.The standards / expectations of operative behaviours from this exercise were also weaved into training that was provided to OVH’s main repairs contractor’s staff (Sovini Property Services).
<ul style="list-style-type: none">Registered providers must assist tenants seeking housing adaptations to access appropriate services.	<ul style="list-style-type: none">We have completed three detailed ‘Customer Journey Mapping’ exercises to gain lived experience insights of OVH service provision, with action plans developed to overcome any barriers to service identified or deliver improvements, where required but also highlighting areas of good practice:<ul style="list-style-type: none">ComplaintsAnti-Social BehaviourIndependent Living <p>We have previously completed a Customer Journey Mapping exercise on Aids & Adaptations, with customer feedback implemented to improve Customer Experience.</p>

Tenancy Standard

Relevant Required Outcome	Example activities we have undertaken or are progressing with our customers
<ul style="list-style-type: none">Registered providers must support tenants to maintain their tenancy or licence. Where a registered provider ends a tenancy or licence, they must offer affected tenants’ advice and assistance.	<ul style="list-style-type: none">We have established an internal and cross-team ‘Knowing our Homes and Customers’ project group – to ensure individual customers’ needs are captured and services are adjusted accordingly. We have established a similar working group to assess TSM performance and develop remedial plans if performance is not as expected in any area.

Transparency, Influence and Accountability Standard	
Relevant Required Outcome	Example activities we have undertaken or are progressing with our customers
<ul style="list-style-type: none">Registered providers must treat tenants and prospective tenants with fairness and respect.	<ul style="list-style-type: none">We have carried out a detailed 'Customer Journey Mapping Exercise' on new tenants' experience of allocations / sign-up / post-move-in support, identifying any barriers there are to accessing the service and areas where processes can be improved. All recommendations from the exercise have been implemented in full
<ul style="list-style-type: none">In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.	<ul style="list-style-type: none">We have worked with our customers on developing a comprehensive Equality, Diversity and Inclusion Strategy and supporting action plan which includes a commitment to improve customer data capture and analysis and using this information to provide tailored service deliveryWorking with our customers we established a Vulnerable Persons and Reasonable Adjustments Policy to ensure we make best use of every customer interaction to meet customers' needs in our service delivery and ensure this information is kept up to dateBroadening customer engagement mechanisms and working on a 'Silent Customer Report' to ensure OVH is maintaining the 'OVH Customer Wellbeing Promise'
<ul style="list-style-type: none">Registered providers must take tenants' views into account in their decision making about how landlord services are delivered and communicate how tenants' views have been considered.	<ul style="list-style-type: none">We have established a schedule of regular meetings with the Chair of our Scrutiny Panel and Chair of the OVH Board to improve information flow and accountabilityCustomers are represented at Board Level with a customer appointed as a Co-opted Board member. As a co-opted board member, their extensive experience influences OVH's strategic direction and governance, ensuring customer perspectives are central to decision-makingWe have improved our approach for customer involvement and input into our strategic planning process and customers contribute to the annual reviews of key front-facing strategic documents, including:<ul style="list-style-type: none">OVH Customer Voice StrategyOVH Strategic PlanOVH Asset Management StrategySovini Group Equality Diversity and Inclusion StrategySovini Group Carbon Reduction and Environmental Management Strategy
<ul style="list-style-type: none">Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.	<ul style="list-style-type: none">We will be posting out to every customer our year end performance against the Tenant Satisfaction MeasuresWe have developed a monthly 'Customer Voice Newsletter' (available in preferred format) to keep our involved customers informed of all customer voice activity and opportunities for future involvement
<ul style="list-style-type: none">Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.	<ul style="list-style-type: none">We share detailed collated performance / satisfaction reports with our involved customers, and this is used to set the scope of any Tenant Scrutiny investigationsOur TSM performance information is available on our websiteWe produce regular 'You said – We did' reports on our website detailing how we have taken customer feedback (in all forms) and used this to drive service improvement.The case studies section on our website details how we're building stronger neighbourhoods through meaningful stakeholder engagement, impactful days of action, and ensuring our customer voice is heard.The Customer Impact Report 2024-25 published on our website demonstrates the tangible steps we've taken to ensure that every decision and initiative directly translates into improved services, greater satisfaction, and a truly beneficial outcome for our customers.
<ul style="list-style-type: none">Registered providers must ensure complaints are addressed fairly, effectively, and promptly	<ul style="list-style-type: none">We have established a customer-led complaints panel to assess complaints performance and carry out complaint's audits for continual improvement

Listed below are specific examples of how we have progressed since the last iteration of this strategy:

Objective	What we said we would do	What we are doing
Over the period 2025-30 we will continue our concerted publicity and recruitment drive for our resident engagement mechanisms and structures.	Raise awareness of prevailing engagement opportunities. Expand participation from a wider cohort of customers, to: <ul style="list-style-type: none">Ensure a wide breath of customer opinion informs OVH service deliveryPrevent burnout and over reliance of the existing small number of 'involved customers'	We continually recruit for new customers through our website, newsletter, Customer Voice brochure/leaflets which are shared via notice boards, coffee mornings and leaflet drops.
Review budgets available to support customer voice activity.	Ensure there is sufficient budget / resource available to deliver all customer voice activities and encourage wider participation.	A dedicated budget is in place to fund all planned Customer Voice initiatives throughout 2025/26. We've also recruited an additional Customer Voice Coordinator and Customer Experience Apprentice to expand our activities and maintain a strong focus on recruitment in this area.
Continue to complete a 'data cleanse' exercise reviewing all current sources and systems for storage and validation of customer data throughout 2025-26.	<ul style="list-style-type: none">Ensure current customer contact details are up-to-date and that this is in a format that can drive service improvement / prioritisation of programmed worksImplement a universal EDI data capture form	<p>A universal data capture form is used to collect data and ensure consistency. Customer details are checked during each interaction with the Customer Service Centre to ensure accuracy.</p> <p>A new reporting tool has been implemented which tracks gaps in data and supports future data cleanse exercises.</p>

Customer Voice through complaints

Detailed below are several specific actions that we have initiated and are continuing to improve our complaints handling process leading to improved outcomes for customers:

Housing Survey Assurance Exercise

To improve accountability and transparency, OVH have undertaken an assurance exercise through Housemark to analyse how data is collected through customer feedback.

This audit examined the effectiveness of our data collection processes, ensuring we produce representative and reliable results, which are then used to inform service improvements and regulatory compliance.

Proactive Complaints Approach

We are working on a proactive approach to complaints handling by utilising past complaint data and other information to spot patterns and predict potential problem areas.

Instead of just reacting to complaints, we want to fix fundamental problems early on. By identifying emerging trends, we can act before issues escalate, leading to a better experience for our customers.

Examples of this include:

Updating policies and procedures to ensure the services offered by One Vision Housing are accessible and transparent.

Working collaboratively with our repair's contractor Sovini Property Services, to ensure operatives have adequate and appropriate information allowing them to adapt services to individual customer needs.

Customer Complaints Champions

We have established a Complaints Champions Group to actively involve customers in shaping our complaints process. These initiatives will provide platforms for residents to review how we handle complaints, share their experiences and suggest areas where we can improve.

By embedding customer feedback in the heart of our complaint handling, we aim to create a more transparent, responsive and better service for all our customers.

Complaint and Communication Improvement Plan

We are working on solutions to improve the way we record, respond and report on complaints with the introduction of a Complaint and Communication Improvement Plan.

By using Improvement Plans, we aim to ensure a more structured and consistent approach to our Complaint Handling Process which will help to resolve complaints effectively and identify opportunities to improve our services.

This Improvement Plan Includes:

Embedding a process to ensure follow on actions are completed and communication is improved ,throughout the complaints process.

Ensuring all complaint letters are quality checked and answers to all aspects of the complaint are communicated prior to complaint closure.

Working collaboratively with teams throughout One Vision Housing to ensure staff have the right skills and knowledge to handle complaints effectively and efficiently, whilst delivering an excellent Customer Experience.

Complaints Escalations

We conduct thorough end-to-end audits of complaints that escalate from Stage One to Stage Two. This process involves a detailed review of each step, from the initial complaint to the final resolution, to identify any potential points where the escalation could have been prevented.

By analysing these cases, we aim to pinpoint systemic issues, process failures, or communication breakdowns that may have contributed to the escalation, ultimately enabling us to implement improvements to avoid similar situations in the future.

Dissatisfaction Audit

Similarly, we undertake end-to-end audits of instances of recorded dissatisfaction with the complaints process. This involves examining the initial interaction or service delivery that led to the dissatisfaction. Our goal is to understand the root causes of this negative experience and identify any preventable factors.

By analysing these cases, we can learn valuable lessons and implement proactive measures to enhance our services and prevent future dissatisfaction among our customers.

Regulation watch

Over 2025 we have been reviewing the regulatory gradings and reports from housing organisations that have been inspected under the revised Regulatory Standards.

The learning from this analysis from these reviews is shared with our customer Scrutiny Team for any potential areas of good practice we may want to refine / adopt for our own purposes and to identify any areas where we need to make enhancements.

Customer feedback

Our current 'involved customers' enjoy the experience of contributing via our engagement 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.

Our current involved customers describe in their own words what 'getting involved' really means to them:

"I think it is important for customers like me to be involved with our housing provider to influence and hold to account the service they provide for us. I am involved in several groups looking at how One Vision Housing is run, how our concerns over services provided by One Vision Housing are addressed once we have raised issues which need to be addressed and how these concerns are followed up by the right section - Team. I feel my and our voice is listened to."

George Carter

"I enjoy being a part of OVH Customer Voice because as a tenant, I am best placed to see that the tenants are treated fairly, and complaints are dealt with as per OVH policy. I feel that it is important to have honest and open discussions, especially when things go wrong. This helps to make things better in the long run and improves relationships between OVH and its tenants."

Denise Haney

"I look forward to meetings. They are very interesting, informative and getting to know how OVH works behind the scenes. Meeting other members and hearing their views and different experiences is very helpful. The OVH staff I have met are very pleasant and knowledgeable. The meetings are well organised and friendly."

Viv Howell

Detailed below in Table One 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 2025-26 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.

Table 1

OVH Customer Voice Framework - Involvement Opportunities		
Type of involvement	What is involved?	Outcomes
Tenant Scrutiny Team	<ul style="list-style-type: none">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.The Scrutiny Team Chair will have the option to escalate any failure of OVH management to respond to customer concerns at any time, this will include work undertaken by the Scrutiny Team or any concerns that are passed to the Team by other customers. Customers wanting to raise a concern in this way should first notify OVH who will ensure confidential contact can be made with the customer and the Scrutiny Team.	<ul style="list-style-type: none">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.Scrutiny Team will have full access to back-office functions and cooperation from OVH staff in their investigative processes.Scrutiny Team will act as a conduit for concerns raised by customers or through their own work direct to the Board and will provide feedback, where required.
Service Review Group (SRG)	<ul style="list-style-type: none">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: 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 .	<ul style="list-style-type: none">The Group agree and assess performance against a suite of performance indicators and service standards.The Group can expect explanation and remediation plans where performance or service delivery does not reach the expected standards or targets.The Group can recommend investigation by the Scrutiny Team for a service area.
Tenant Inspectors	<ul style="list-style-type: none">Involved customers are trained and work alongside OVH Officers or independently to reality check service delivery and processes, on a programmed basis.	<ul style="list-style-type: none">Feedback 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.A Teams collaboration space is utilised to provide feedback to the relevant service areas.

OVH Customer Voice Framework - Involvement Opportunities		
Type of involvement	What is involved?	Outcomes
Residents Groups	<ul style="list-style-type: none">Organised groups formed to represent and promote local interests .Training and advice provided on forming a committee and adopting formal constitution documents.	<ul style="list-style-type: none">Representative structures established to meet with OVH, Statutory Service Providers and other stakeholders to promote local interests.Groups that reach certain operating criteria (e.g. constituted, meeting financial rules) can access funding opportunities for local activity / improvement projects / social isolation campaigns.
Tenant Management Organisations	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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 are not cost effective OVH can end the agreement and resume responsibility for delivery.
Customer Journey Mapping	<ul style="list-style-type: none">In depth assessment of a customer’s actual experience of accessing OVH services.	<ul style="list-style-type: none">Detailed understanding gained of positive and negatives of service methodology and process.Identification of any barriers to accessing services and formulation of actions to improve.
Policy and Strategy Review Group	<ul style="list-style-type: none">Quarterly meetings are scheduled with customer representatives to review OVH policies and strategies in line with Terms of Reference for the group.	<ul style="list-style-type: none">Customer input into policy and strategy development and review process.All customer facing policies proof-read and accessibility checked.
Tenant High Rise Living and Building Safety Group	<ul style="list-style-type: none">Periodic meetings to discuss ongoing high rise block safety and maintenance issues – including consultation on any proposed investment works.	<ul style="list-style-type: none">Customers play an active part in maintaining block safety and have open and accessible channels to raise any concerns.Investment decisions are informed by the customer voice.
Customer Events	<ul style="list-style-type: none">Informal, open access events on an ad-hoc basis (at least one event will be held annually).	<ul style="list-style-type: none">Opportunity to promote greater partnership working and involvement options. Link into local and national campaigns to raise awareness on issues such as social isolation .

OVH Customer Voice Framework – Involvement Opportunities		
Type of involvement	What is involved?	Outcomes
Customer Feedback – Surveys / Market Research	<ul style="list-style-type: none">Telephone surveys to those that have received specific services e.g. repairs or on random basis (to reach acceptable response rates) or on wider service delivery issues and Tenant Satisfaction Measures (TSM's)Short, tailored surveys on specific projects or service areas via SMS (Text) messaging.	<ul style="list-style-type: none">Customer intelligence used to inform contract management, resource planning based on customer priorities and continual improvement through revised target and performance indicator setting.Compliance with national reporting requirements .
Focus Groups	<ul style="list-style-type: none">Meetings on specific topics or projects to meet customer needs and enhance Customer Experience.	<ul style="list-style-type: none">In-depth views and qualitative information gathered to shape service delivery issues .Reviews of publications prior to wider circulation including InVision and Annual reports.
Community Development Fund Panel	<ul style="list-style-type: none">Quarterly meetings held to assess applications for OVH Community Development Fund (£15,000 available annually).	<ul style="list-style-type: none">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.
Independent Living Scheme Coffee Mornings	<ul style="list-style-type: none">General feedback and involvement in OVH service delivery (without any group involvement or commitment).	<ul style="list-style-type: none">Informal feedback received on service delivery issues and used to drive continuous improvement.
Scrutiny Chair/Chair of Board Meetings	<ul style="list-style-type: none">OVH Board to discuss performance information, provide feedback and ensure a joined-up approach to delivering excellent services for our customers.	<ul style="list-style-type: none">In-depth views and qualitative information gathered to shape service delivery issues.
Complaints Review Group	<ul style="list-style-type: none">Quarterly meetings held to review complaints raised and ensure compliance with OVH's Complaints, Feedback and Appeals Policy.	<ul style="list-style-type: none">In-depth views and qualitative information gathered to shape service delivery issues.
Leasehold Group	<ul style="list-style-type: none">To be recruited to and meetings held quarterly in line with Terms of Reference.	<ul style="list-style-type: none">In-depth views and qualitative information gathered to shape service delivery issues.
Neighbourhood Café's	<ul style="list-style-type: none">Bi-monthly meetings held in various locations to reach customers who are digitally excluded, or wish to discuss tenancy matters face to face with their Neighbourhood Services Officer.	<ul style="list-style-type: none">Informal feedback received and information shared to enable customers to sustain their tenancies and explore involvement opportunities.
Other Informal e.g. Suggestions, Neighbourhood Walkabouts, General Feedback	<ul style="list-style-type: none">General feedback and involvement in OVH service delivery (without any group involvement or commitment) e.g. instant feedback via OVH website.	<ul style="list-style-type: none">Informal feedback received on service delivery issues used to drive continuous improvement.

Through the above customer voice mechanisms and the ongoing work of dedicated Customer Voice Co-ordinators 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 seven key principles, as follows:

1. Relationships: Housing associations will treat all residents with respect in all of their interactions. Relationships between residents and housing associations will 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).
- Ongoing work with TPAS to achieve the Tenant Engagement Accreditation.

2. Communication: Residents will receive clear, accessible and timely information from their housing association on the issues that matter to them, including important information about their homes 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: Housing associations will seek and value the views of residents and will use this information to inform decisions. Every individual resident will feel listened to by their housing association on the issues that matter to them and can 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: Collectively, residents will work in partnership with their housing association to independently scrutinise and hold their housing association to account for the decisions that affect the quality of their homes and services.

This is demonstrated by:

- The Tenant Scrutiny Team carry out in-depth investigations into service areas that show a dip 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: Residents can expect their homes to be good quality, well maintained, safe and well managed. When things go wrong: Residents will have simple and accessible routes for raising issues, making complaints and seeking redress. Residents will receive timely advice and support when things go wrong.

This is demonstrated by:

- OVH have carried out a massive 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 a joint responsibility and all queries or concerns are addressed.
- 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.
- Customer representatives regularly take part in audits to quality check OVH's complaints handling responses and provide feedback to enhance Customer Experience.

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.

7. Equality, Diversity and Inclusion: Housing associations will be inclusive organisations which seek views from all groups. Approaches to resident involvement will be inclusive by engaging with residents from a range of backgrounds and experiences. Consultations with residents will include outreach to underrepresented communities, including through targeted communications.

This is demonstrated by:

- OVH assesses key customer satisfaction measures against known customer profile information to identify any disparity for groups with protected characteristics and puts mitigation measures in place if any are identified.
- OVH maintains a comprehensive Equality, Diversity and Inclusion Strategy and associated action plan to ensure fair access to services and where required will alter processes to mitigate any differentials that may exist.
- OVH provides mandatory training (that is periodically refreshed) for all front-line staff on equalities issues to raise awareness and promote good practice.



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 contacting 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.
- OVH will ensure it complies with the required outcomes and specific expectations of the Regulatory Standards and will strive to attain the highest regulatory gradings.

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 which will help shape our wider customer delivery.

To achieve this, we intend to broaden the engagement mechanisms to allow for much greater use of technology and digital interaction webinars.

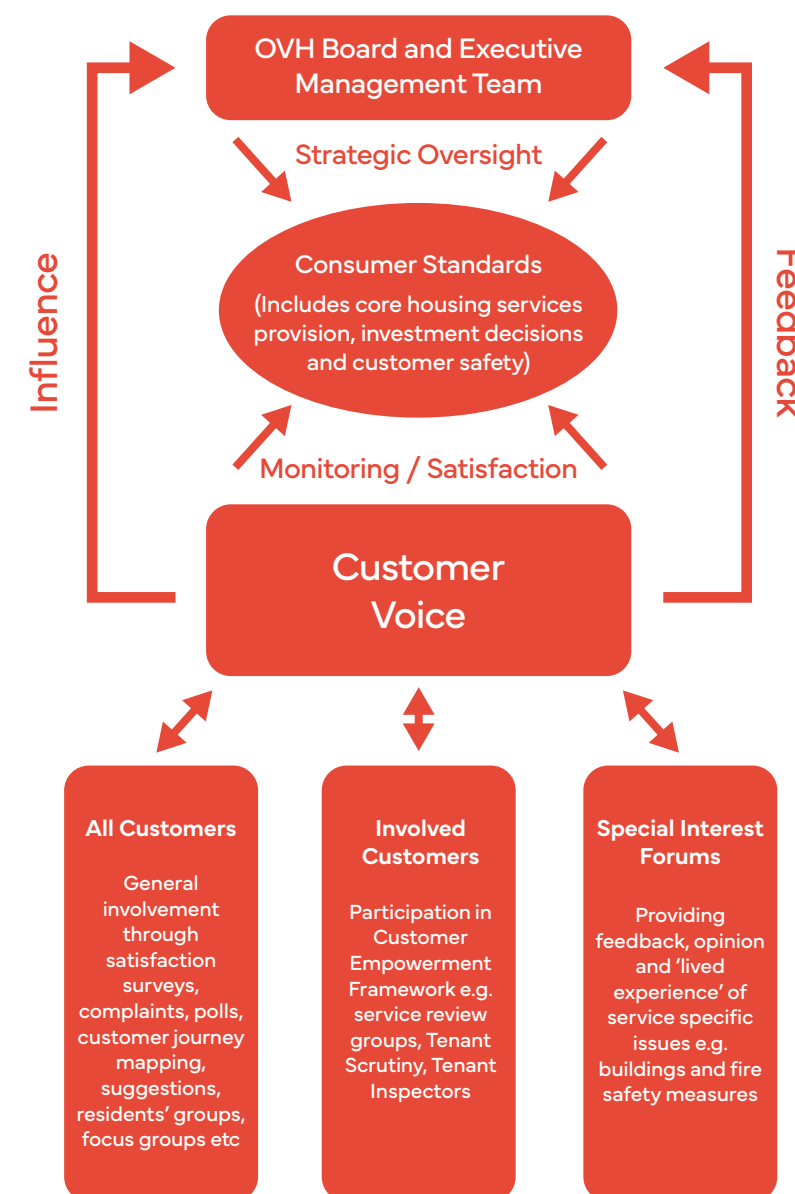
The diagram below shows how the customer voice is central to everything that we do.

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.

To ensure there is an effective and regular dialogue between the Scrutiny Team and the Board a series of regular meetings have been scheduled between the Chair of the OVH Board and the Chair of the Scrutiny Team. Regular agenda items for these meetings will include:

- Chair of the Board's update.
- Update and recommendations from any ongoing / completed Scrutiny Team investigations.
- Performance updates, including TSM performance and any Service Review Group Commentary.



06 How Are We Planning To Get There?

Many of the engagement mechanisms outlined in Table One 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:

- An 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).
- An annual Customer Impact Report. This report demonstrates the tangible steps OVH have taken to ensure that every decision and initiative directly translates into improved services, greater satisfaction and a truly beneficial outcome for our customers.

- Board are provided with a quarterly ‘Knowing Our Customers Dashboard’. The aim of this report is to provide Board with an insight across key areas including Customer Data, Customers Views on Services, Customer Priorities, Customer Voice Activity and progress against the Customer Voice Strategy amongst others.

To improve this process further we have also developed an ‘Understanding Our Customers Report’ exploring how we gather, interpret, and act on customer feedback to improve the quality, responsiveness, and accountability of our services. By listening carefully to what our customers tell us through satisfaction surveys, both in relation to perception and experience, we are able to gain valuable insights that shape our decisions, drive service improvements, and strengthen trust. This report will also 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">• Over the period 2025-30 we will continue our concerted publicity and recruitment drive for our resident engagement mechanisms and structures.	<ul style="list-style-type: none">• Raise awareness of prevailing engagement opportunities.• Expand participation from a wider cohort of customers, to:<ul style="list-style-type: none">• Ensure a wide breath of customer opinion informs OVH service delivery .• Prevent burnout and over reliance of the existing ‘involved customers’.
<ul style="list-style-type: none">• Review budgets available to support customer voice activity.	<ul style="list-style-type: none">• Ensure there is sufficient budget / resource available to deliver all customer voice activities and encourage wider participation.
<ul style="list-style-type: none">• Continue to complete a ‘data cleanse’ exercise reviewing all current sources and systems for storage and validation of customer data throughout 2025-26.	<ul style="list-style-type: none">• Ensure current customer contact details are up-to-date and that this is in a format that can drive service improvement / prioritisation of programmed works.• Improve functionality for customers to ‘self’ update EDI information via online portals.
<ul style="list-style-type: none">• 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 throughout 2025-26.	<ul style="list-style-type: none">• Provide tailored services that meet individual needs and prioritise actions where there is overlap between vulnerabilities / lack of contact / property condition issues.
<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Develop true customer / property 360° reporting capabilities that feed into investment programme and prioritised scheduling.
<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Provide better joined-up service provision and deliver area-wide improvements to community and place.
<ul style="list-style-type: none">• Continue to update customer records to capture current mobile and email contacts and preferred methods of contact.	<ul style="list-style-type: none">• Allow for a far greater degree of digital interaction and information exchange (including up-to-date performance information) between OVH and its customers.• Improve efficiency of customer consultation to inform decision making processes.• Fully meet equalities requirements for preferred methods of contacts.
<ul style="list-style-type: none">• Consult customer base on their specific areas of interest (2025-26).• Develop special interest engagement forums.	<ul style="list-style-type: none">• Develop a menu of options for receipt of information / consultation opportunities targeted at individual areas of interest and to prevent ‘consultation overload’.• 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.
<ul style="list-style-type: none">• Revise delivery format of existing engagement mechanisms (expanding digital and where appropriate remote access opportunities) – (2025-26).	<ul style="list-style-type: none">• Increase customer engagement without having to attend meetings in person and improved convenience.• Increased number of customers engaging with OVH on a regular basis.• Greater use made of ‘instant feedback’ via the OVH website.

Objective (what we will do)	Outcome (what we hope to achieve)
<ul style="list-style-type: none">Improve information availability via website and 'My Account' functionality (2025-30).	<ul style="list-style-type: none">Making information available instantaneously and maximising the value of each customer contact.
<ul style="list-style-type: none">Increased use of SMS messaging, email, social media and QR codes (2025-30).	<ul style="list-style-type: none">Improved ability to receive, collate and disseminate mass customer feedback to relevant Managers and Senior Management Teams / Board for strategic oversight.Improved ability to conduct real time customer journey mapping to drive service improvement.
<ul style="list-style-type: none">Devise and deliver free to access training programme for all interested customers on use of remote technologies (2025-26).Develop training programme according to involved customers' needs.	<ul style="list-style-type: none">Improved customer confidence in use of technology enabling greater take up of engagement opportunities.Deliver Housing Ombudsman Complaints Code Training.
<ul style="list-style-type: none">Improved reporting to OVH Board of collated customer insight information (from all sources including satisfaction surveys and instantaneous consultations) – (2025-30).	<ul style="list-style-type: none">Ensure OVH Boards decision making process is informed by the customer voice and opinion.Better accountability and transparency of decision-making process.Evidence of customer influence.
<ul style="list-style-type: none">In 2025-26 establish new forums for customer quality assurance with closer links between OVH Board and customer representatives, alongside wider review of governance arrangements.	<ul style="list-style-type: none">Closer collaborative working between the Board and customers.Continue to develop established Complaints Review Group.
<ul style="list-style-type: none">Involve customer representatives in regulatory compliance monitoring and action-planning.	<ul style="list-style-type: none">Obtain customer insight / reality checking of plans to meet regulatory compliance and any on-going inspection preparations.
<ul style="list-style-type: none">Continue to explore potential for greater collaborative working with peer housing providers and external agencies such as Police and Fire Service to establish stakeholder engagement events.	<ul style="list-style-type: none">Stronger regional voice for resident engagement and opportunity to share best practice and joint working on issues that impact all customers e.g. accessing funding for carbon reduction measures to properties.
<ul style="list-style-type: none">In 2025-26 we will conduct 'Customer Journey' mapping exercises on:<ul style="list-style-type: none">Anti-Social BehaviourRepairsIndependent Living	<ul style="list-style-type: none">We will gain in-depth 'lived experience' of service delivery identifying strengths and weaknesses and putting in place remedial actions where required.
<ul style="list-style-type: none">Continue to implement Better Social Housing Review recommendations with customer input.	<ul style="list-style-type: none">Ensure maintenance / investment contractor training is linked to service standard developed by customers.

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 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.

Risk Management

OVH operates a number of detailed processes to identify, manage and mitigate risk. This risk management framework includes:

- A comprehensive set of Risk Registers that are maintained within The Group-wide integrated performance management system.
- Individual 'Risk Owners' who are assigned responsibility for managing and reporting on specific risks from the Registers and for instigating any remedial actions, where required.

- Deployment of the 'Three Lines of Defence' model that includes Risk Identification / Internal Controls / Sources of Assurance for all existing and emerging risks.
- Verification of the effectiveness of risk management via a programme of Internal Audits (that will review all identified risks on a cyclical basis).

A review of risk management at each meeting of the Group-wide Executive Management Team

A report on risk management at every Board meeting

Through the above controls and checking mechanisms, OVH monitors and manages the following Risk Register entries relevant to the Customer Voice Strategy:

- Failure to comply with the requirements of the RSH regulatory framework which results in regulatory downgrade.
- Failure to embed Customer Voice and TSM requirements, including complaint management resolution.
- Failure to ensure data and information is capture, analysed and controlled in accordance with and adherence to regulation and legislative requirements.



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